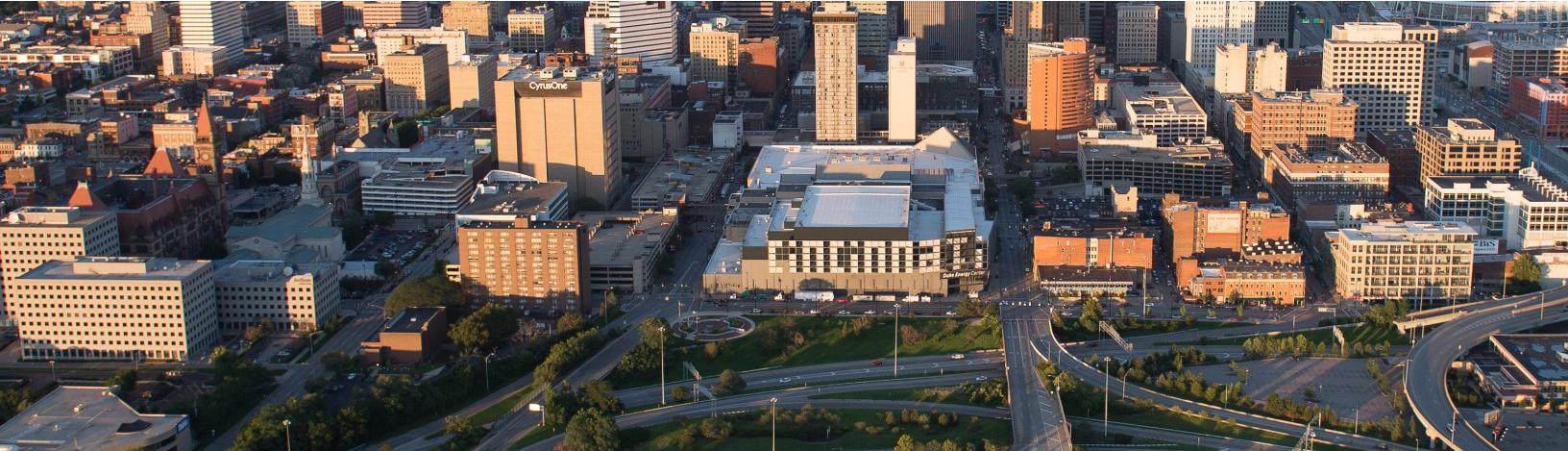




city of
CINCINNATI
CINCINNATI, OHIO

FY 2020-2021
ALL FUNDS
BIENNIAL BUDGET
VOLUME I:
RECOMMENDED
OPERATING BUDGET





**Fiscal Years 2020-2021 All Funds Operating Budget
City Manager's Recommended Biennial Operating Budget**

Mayor

John Cranley

Vice-Mayor

Christopher Smitherman

Members of City Council

Tamaya Dennard

Greg Landsman

David Mann

Amy Murray

Jeff Pastor

Chris Seelbach

P. G. Sittenfeld

Wendell Young

City Administration

Patrick A. Duhaney, City Manager

Christopher A. Bigham, Assistant City Manager

John Juech, Assistant City Manager

Sheryl Long, Assistant City Manager

Reginald Zeno, Finance Director

Karen Alder, Assistant Finance Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cincinnati
Ohio**

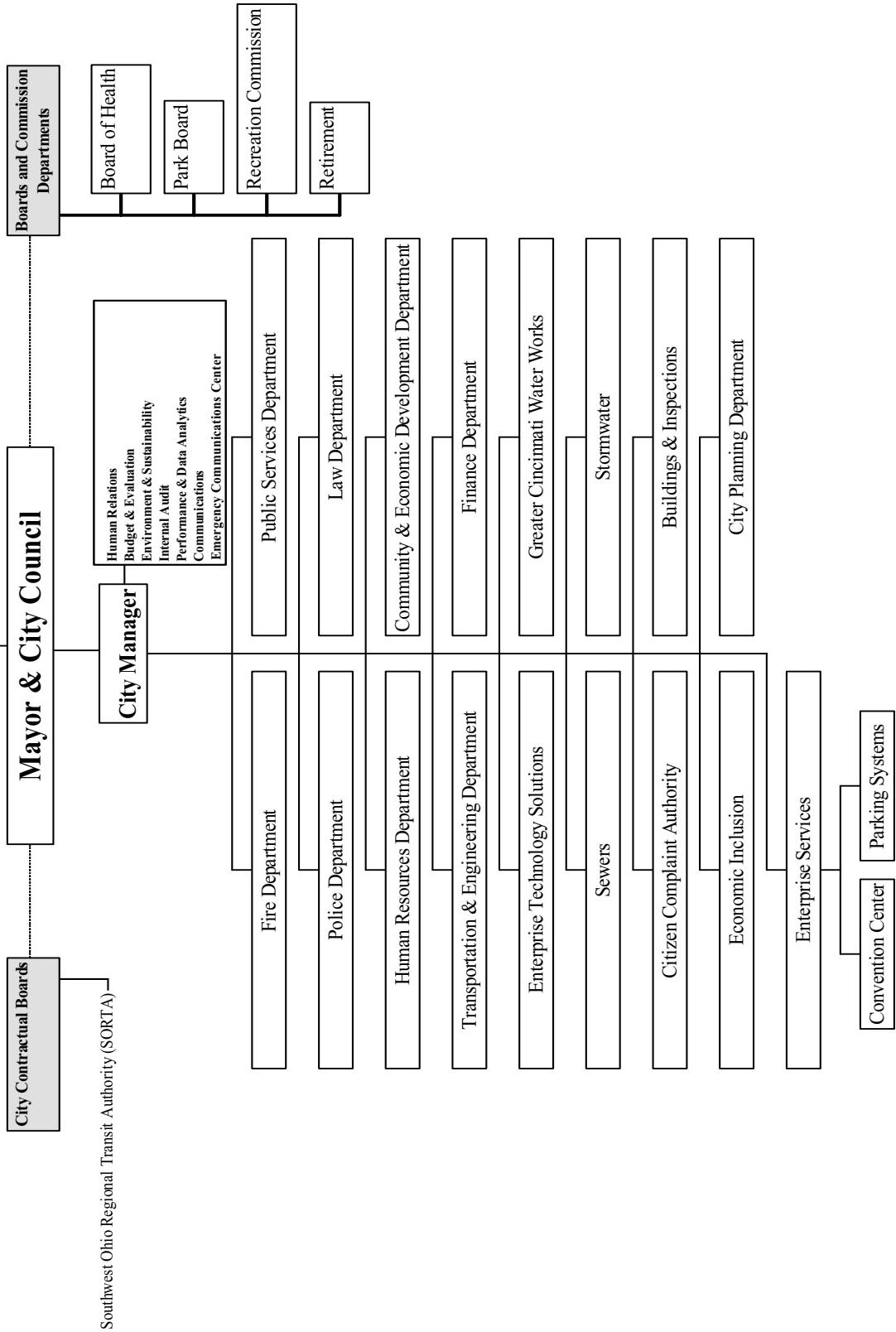
For the Biennium Beginning

July 1, 2017

Christopher P. Monell

Executive Director

Citizens of Cincinnati



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The City of Cincinnati's Fiscal Year 2020 -2021 Recommended Biennial Budget is also available via the City of Cincinnati's web site – www.cincinnati-oh.gov. Copies have also been provided to the Cincinnati/Hamilton County Public Library's Main Branch.



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CITY OF CINCINNATI, OHIO



MISSION

The mission of the City of Cincinnati is to provide, in a democratic and transparent manner, efficient and effective services that will make Cincinnati a better place in which to live, work and play.

HOW TO USE THE BUDGET DOCUMENT

The City of Cincinnati's FY 2020 - FY 2021 Recommended Biennial Budget document is designed to help the residents of Cincinnati and the general public gain a better understanding of the City's budget process by highlighting the City's past, present, and future operations. This document contains two volumes. Each volume is divided into major sections. The sections are described below to assist the reader with understanding the budget document.



Volume I

Recommended Biennial Budget

Fiscal Year 2020-2021 All Funds Operating Budget

Manager's Message:

This section provides an overview of the entire budget and highlights how the City is responding to the needs of our community and the policy direction of the Mayor and the City Council.

Budget Summary:

This section provides an abridged overview of the City of Cincinnati's Recommended Fiscal Year (FY) 2020-2021 Budget. Tables and charts show an overall picture of the City's budget from several perspectives. The section includes: budget assumptions describing various factors affecting the budget; information provided relating to the City's revenue sources and expenditures; and the City's departmental staffing plan and historical comparisons.

Financial Summaries:

This section includes various tables and charts that show the budget from various perspectives, such as: by fund; all funds by department; all departments by fund type; General Fund by department; and the non-departmental budgets. This section also includes fund tables for various principal restricted funds that summarize the revenues (resources), expenditures (uses), and fund balances for the respective funds.

Departmental Budgets:

Following the City Council's, Mayor's, and City Manager's Offices' budgets, each of the City's departments' budgets are alphabetically provided. The department budgets provide the respective department's agency budgets and include a breakdown between the General Fund and Other Funds that support the agency budgets.

Appendix:

Glossary of Terms - This section contains an alphabetical list of uncommon or specialized terms used throughout the budget document.

**Volume II****Recommended Biennial Budget****Fiscal Year 2020-2021 All Funds Capital Budget****Introduction:**

This section provides general information about the Capital Budget, how it is developed, and summarizes the evaluation criteria.

Overview:

The overview provides various summary tables, charts, and graphs that provide an overall picture of the City's capital budget from several perspectives.

Summary Reports:

This section provides summary reports of the Capital Improvement Program (CIP) projects by program and by neighborhood. A report on the operating budget impact of the capital projects is also included in this section.

Capital Acceleration Plan:

This section outlines the Capital Acceleration Plan (CAP) designed to address aging roads and City vehicles.

Departmental Budgets:

This section includes a summary of the projects included in each department's FY 2020-2025 Capital Improvement Program. It also includes descriptions, purpose statements, and phases for each project following the departmental summary.

Appendix:

This section includes a report that demonstrates the level of consistency each capital project has with Plan Cincinnati, the City's comprehensive plan. The report also illustrates how each project included in the Capital Improvement Plan aligns with each of the five initiative areas in the Plan.



HISTORY⁽¹⁾

The City of Cincinnati was founded on the north shore of the Ohio River in Hamilton County, Ohio in 1788, just after the American Revolution. It is the largest metropolitan area in a region totaling approximately 185 miles in diameter. Cincinnati was, for many years, the largest city west of the Appalachians. In Longfellow's commemoration, it was the "Queen City of the West." Churchill thought it was the "most beautiful inland city" in America.

Hamilton County is in the southwestern corner of the state and neighbors southeastern Indiana and Northern Kentucky, both of which are part of the 14-county region. To the east lies the Ohio county of Clermont, to the northeast is Warren, and to the north is Butler.

Development in Hamilton County was initially confined to a basin area consisting of 3.7 square miles that includes today's neighborhoods of Queensgate, West End, Over-the-Rhine, and the CBD-Riverfront (Central Business District-Riverfront). This basin area is surrounded by some of Cincinnati's best-known hills: Price Hill, Clifton, Mt. Auburn, Mt. Adams, and Walnut Hills. Cincinnatians eventually developed these hilltops and the riverfront to the west and the east. However, before this happened, the basin area was one of the most densely populated urban areas in the world. It was primarily the well-to-do who could initially move to these hilltops; people who did not have to descend into the congested, polluted basin each day. The geographic barrier represented by the hills of the Ohio River Valley continues to separate and define our neighborhoods today.

Cincinnati began as a river town. Its busy port justified later investments in canals and then railroads, necessary adjuncts to the river transport system and ancillary warehouses along the river. While the river still handles more cargo than the Panama Canal, it is now merely an important component in the regional transportation system, and not the key component. As a result, the riverfront property that was dedicated to commerce 100 years ago has been gradually redeveloped for residential, recreational, and entertainment use. Neighborhoods with direct access to the Ohio River include Sayler Park, Riverside, Sedamsville, Lower Price Hill, Queensgate, the CBD, East End, and California.

Cincinnati was initially dependent upon river traffic and later benefited from the construction of the Miami-Erie Canal. Currently, the Ohio River remains an integral part of the 25,543-mile system of inland and inter-coastal waterways in the United States. There are 52 barge facilities along the banks of the Ohio and Licking Rivers in the Cincinnati area.

While most of Cincinnati lies between the floodplains of the Great and the Little Miami Rivers, another tributary of the Ohio played a more important role in the City's development than either of the Miami Rivers: the Mill Creek. The Mill Creek is heavily shaped by decades of flood control projects, and supplemented by storm water sewers, that one may discount its significance, and yet the Mill Creek Valley is as closely involved in Cincinnati's history as the Ohio River.

⁽¹⁾Plan Cincinnati, History and Past Plans, (2013): http://www.plancincinnati.org/sites/default/files/plan_cincinnati_pdf/6-historyplans.pdf



Along the Mill Creek Valley are situated the Cincinnati neighborhoods of Lower Price Hill and North and South Fairmount to the west and West End and Camp Washington to the east. The Mill Creek hugs the base of the Clifton hill, with South Cummins, Northside, and Spring Grove Village on its western bank. It continues through the municipality of St. Bernard, which is completely surrounded by the City, and runs north between Roselawn on the east and Carthage and Hartwell on the west.

The Mill Creek provided an avenue for industrial development growing out of the basin in the 19th century, and all of the communities on the valley floor except for Roselawn are 19th century working-class communities. The industrialization of the valley was facilitated by the canal which ran through it and, later, Interstate 75, which traces its course.

The first railroad in the Cincinnati area was the Little Miami Railroad. Charted in 1836, it connected Cincinnati with Springfield, Ohio. Railroads continue to play an important role in the region's transportation and economy. The north-south rail corridor has the most activity with lines connecting Detroit to Atlanta. Even today, Queensgate Yards handles over 5,000 cars a day. The railroads permitted the development of the first true commuter suburbs to the north. The City itself benefited most from these new transport technologies. Canals and railroads allowed Cincinnati to extend its economic reach to the north. After inclined railways were constructed to tie the basin area to the tops of Price Hill, Clifton Heights, Mt. Auburn, and Mt. Adams, the working class could finally live on the hilltops. The streetcar extended the urbanized area out as far as East Price Hill, Northside, Spring Grove Village, Madisonville, North Avondale, Oakley, and Hyde Park. Residents could travel downtown in 30-45 minutes from any of these communities. The streetcar system, with 222 miles of track in Cincinnati and Northern Kentucky, was dismantled in 1951.

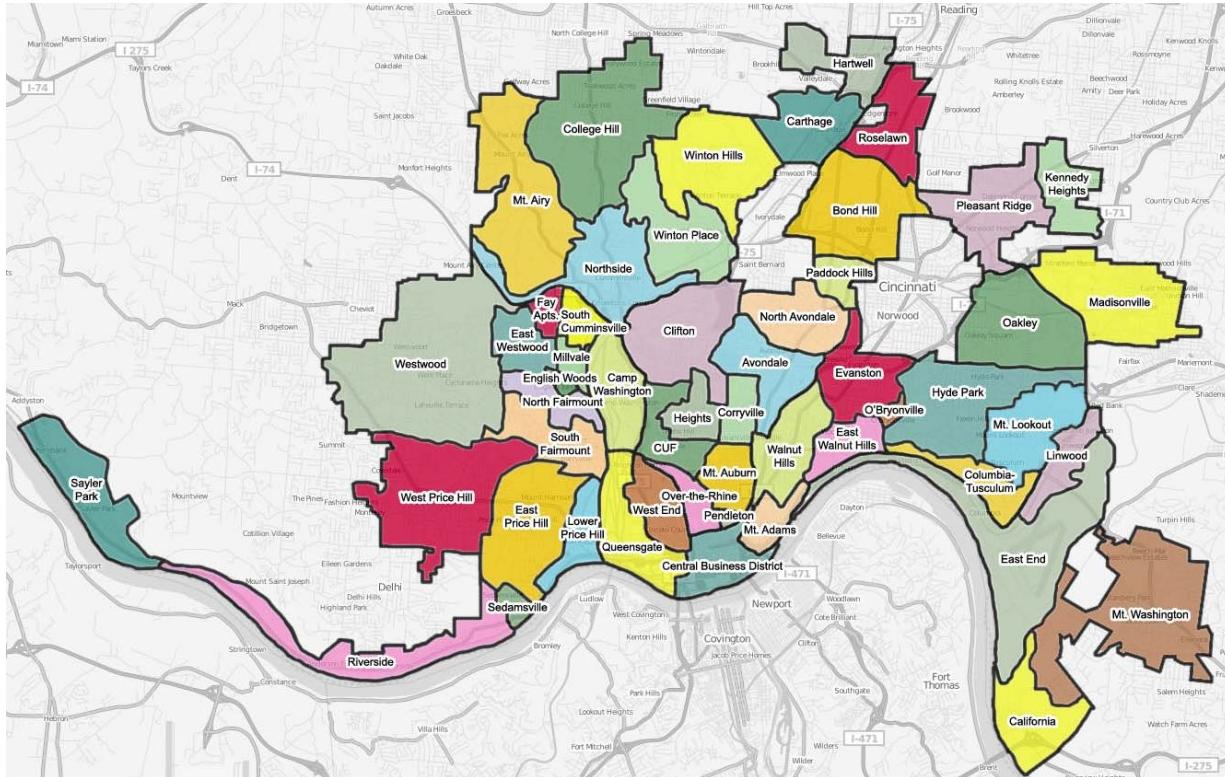
The City grew by annexation and was largely built out to the edges of these neighborhoods by 1920. The automobile facilitated the development of Cincinnati's outermost ring of communities: Westwood, Mt. Airy, College Hill, Roselawn, Pleasant Ridge, and Mt. Washington. For a brief period from 1930 to 1950, Cincinnatians were building and occupying large numbers of single-family detached homes. Traffic congestion soon followed. Although there was an attempt to construct a subway immediately after World War I, the plan was aborted and today Cincinnati's primary form of mass transit is the bus. The emphasis on automobile traffic, however, did produce the beautiful parkways of Cincinnati: Columbia (along the river), Central (up the Mill Creek Valley) and Victory (to the northeast). In September 2016, the Cincinnati Bell Connector Streetcar became operational. It is a modern streetcar system designed to link major employment centers in downtown with the historic Over-the-Rhine neighborhood. The route is 3.6 miles long and operates 18 hours most days, with a modified schedule on weekends and holidays.

The 1950s saw the beginning of the interstate system, and while the circle freeway (Interstate 275) was not completed until the late 1970s, the expressways eventually made it possible for people from well outside of Hamilton County to travel comfortably to work downtown in 30 minutes or less. The expressways also opened the "greenfields" of the surrounding area to a building boom that has lasted for more than 50 years and continues today.



LOCATION

The City of Cincinnati is located in southwestern Ohio on the north side of the confluence of the Licking River and the Ohio River. The Ohio River forms the border between the states of Ohio and Kentucky. Cincinnati is a city and the county seat of Hamilton County, Ohio.



**PROFILE**

| | | |
|--------------------------------------|---|--------------|
| City | Seat of Hamilton County, Ohio Chartered as a Village in 1802 Incorporated as a City in 1819 | |
| Area | 79.54 square miles | |
| Form of Government | Stronger Mayor-Council | |
| Land Use | Zone Type | Sq/mi |
| | Residential | 48.19 |
| | Industrial/Manufacturing | 11.16 |
| | Parks & Recreation (community) | 9.42 |
| | Commercial | 6.13 |
| | Office | 1.78 |
| | Institutional | 1.49 |
| | Planned Development (open space) | 1.39 |
| | Urban Mixed | 0.04 |
| Major Employers⁽¹⁾ | Cincinnati Children's Hospital General Electric The Kroger Co. Greater Cincinnati International Airport Mercy Health UC Health Procter & Gamble TriHealth Inc. University of Cincinnati St. Elizabeth Healthcare | |
| Hospitals | The Christ Hospital Mercy Health (West) Cincinnati Children's Hospital Good Samaritan Hospital Bethesda North Hospital University of Cincinnati Medical Center Cincinnati Veterans Affairs Medical Center Jewish Hospital Mercy Health Mercy Health Anderson Hospital Summit Behavioral Healthcare | |



| | |
|-------------------------------|--|
| Transportation | Interstates in Cincinnati I-71, I-75, I-74 |
| | Public Transportation Southwest Ohio Regional Transit Authority (SORTA) |
| | Airport Cincinnati Municipal Lunken Airport |
| Educational Facilities | |
| | <u>Cincinnati Public Schools</u> 55 Elementary schools 39 Combined K-12 schools 4 High Schools 12 |
| | <u>Charter Schools</u> 39 |
| | <u>Private Schools</u> 125 |
| | <u>Higher Education</u> 17 Antonelli College Art Academy of Cincinnati Athenaeum of Ohio Brown Mackie College Chatfield College Cincinnati Christian University Cincinnati College of Mortuary Science Cincinnati State Technical and Community College College of Mount St. Joseph God's Bible School and College Good Samaritan College of Nursing and Health Science Hebrew Union College, Jewish Institute of Religion National College of Business and Technology Union Institute and University University of Cincinnati Wilmington College (at Cincinnati State) Xavier University |



CINCINNATI AT A GLANCE

DEMOGRAPHICS ^(2,3)

Population

| | |
|----------|---------|
| 2010 | 296,943 |
| 2017 | 298,987 |
| % Change | 0.68% |

Racial Composition

| | 2010 | 2017 | % Change |
|--------------------|-------|-------|----------|
| White | 49.5% | 50.4% | 1.9% |
| Black | 44.8% | 42.9% | -4.2% |
| Asian | 2.0% | 2.0% | 0% |
| Other | 3.7% | 4.7% | 26.2% |
| Hispanic or Latino | 2.7% | 3.2% | 17.5% |

Labor Market Information

| | 2010 | 2017 |
|------------------------|---------|---------|
| Civilian Labor Force | 147,100 | 145,100 |
| Employment | 131,300 | 138,100 |
| Avg. Unemployment Rate | 10.7% | 4.8% |

Age Distribution

| | 2010 | 2017 | % Change |
|-------------|-------|-------|----------|
| Under 5 | 7.2% | 7.3% | 1.4% |
| 5-19 | 19.6% | 18.6% | -5.1% |
| 20-44 | 38.4% | 39.2% | 2.1% |
| 45-64 | 23.8% | 22.9% | -3.8% |
| 65 and Over | 11.2% | 11.9% | 6.3% |
| Median Age | 32.7 | 32.4 | -0.9% |

Household Statistics

| | City of Cincinnati | Hamilton County | Ohio | United States |
|-------------------------|--------------------|-----------------|-----------|---------------|
| Number of Households | 136,180 | 338,268 | 4,633,145 | 118,825,921 |
| Number of Families | 61,477 | 195,770 | 2,956,437 | 78,298,703 |
| Average Household Size | 2.10 | 2.34 | 2.44 | 2.63 |
| Median Home Value* | 124,200 | 145,800 | 135,100 | 193,500 |
| Median Household Income | 36,429 | 52,389 | 52,407 | 57,652 |
| Per Capita Income | 27,597 | 32,638 | 29,011 | 31,177 |

Cincinnati Resident Education Level (25 Years+)

| | |
|--------------------------------|-------|
| High School Graduate or Higher | 86.8% |
| Some College | 19.5% |
| Associate's Degree | 7.3% |
| Bachelor's Degree | 20.0% |
| Graduate/ Professional Degree | 14.7% |

City of Cincinnati School Enrollment

| | |
|--------------------------------|---------------|
| Nursery/Preschool | 4,390 |
| Kindergarten | 4,223 |
| Elementary (1-8) | 27,552 |
| High School (9-12) | 12,603 |
| College or Professional School | 31,924 |
| Total Enrollment | 80,692 |



SERVICE STATISTICS⁽⁴⁾

Utilities

| | |
|---------------------------|---------------|
| Water Customers | 240,336 |
| Sewer Customers | 226,000 |
| Service Area | 290+ sq miles |
| Pump Stations | 100+ |
| Garbage (tons per year) | 72,360 |
| Recycling (tons per year) | 15,676 |

Streets, Sidewalks, and Bridges

| | |
|---------------------|--------|
| Paved Lane Miles | 2,936 |
| Sidewalk Lane Miles | 1,700 |
| Bridges | 73 |
| Street Lights | 10,000 |
| Traffic Signals | 780 |

City-Owned Facilities Maintained 88

Fleet (# of units)⁽⁵⁾ 2,591

Health Department

| | |
|-----------------------------|---------|
| Patients | 53,569 |
| Visits | 146,723 |
| Food Facilities Inspections | 21,085 |

Public Safety^(6,7)

Police

| | |
|-------------------------------|----------|
| Sworn | 1,059.00 |
| Civilian Employees | 183.00 |
| Neighborhood Police Districts | 6 |

Fire

| | |
|--------------------|--------|
| Sworn | 859.00 |
| Civilian Employees | 28.00 |
| Fire Districts | 4 |
| Fire Stations | 26 |

Emergency Communications Center

| | |
|---------------|--------|
| ECC Employees | 155.00 |
| ETS Employees | 9.00 |

(1) Cincinnati Business Courier, Book of Lists, "Greater Cincinnati Largest Employers" July 2018

(2) Demographic and Educational Data: Census Bureau American Community Survey (2016 Estimate)

(3) Labor Market Information: Ohio Department of Job and Family Services (Ohio Labor Market)

* Median Home Value for housing units with mortgage

(4) Information as of FY 2018 - FY 2019 unless otherwise specified

(5) Fleet assets include vehicles, mowing equipment, construction equipment, and other various specialty units

(6) Information from Recommended FY 2020 Budget

(7) Emergency Communications Center (ECC) includes ECC employees as well as Enterprise Technology Solutions (ETS) employees assigned to ECC



PARKS

East

Alms Park
Annwood Park
Ault Park
Bettman Nature Preserve
California Woods Nature Preserve

Daniel Drake Park
French Park
Geier Esplanade
Hyde Park Square
Kennedy Heights Park

Larz Anderson Park
Owls Nest Park
Pioneer Cemetery
Stanbery Park

West

Buttercup Valley
Fernbank Park
Glenway Woods
Hoffner Park
LaBoiteaux Woods

McEvoy Park
Mt. Airy Forest
Mt. Airy Arboretum
Mt. Echo Park
Olden View Park

Parkers Woods
Rapid Run Park
Sayler Park
Wilson Commons
Westwood Town Hall Park

Central

Avon Woods
Bellevue Park
Burnet Woods
Caldwell Nature Preserve
Eden Park
Fairview Park

Fleischmann Gardens
Hauck Botanical Gardens
Hopkins Park
Inwood Park
Laurel Park
Lytle Park

Mt. Storm Park
Piatt Park
Rawson Woods Nature Preserve
Washington Park

River Parks

| | |
|---|-------------------------------|
| California Woods | Smale Riverfront Park |
| Otto Armleder Park | Sawyer Point & Yeatman's Cove |
| Magrish Preserve | Fernbank Park |
| Theodore M. Berry International Friendship Park | |

NATURE CENTERS

Avon Woods Nature Center
Bettman Natural Resource Center
Buttercup Valley Preserve
Caldwell Nature Center
California Woods Nature Center
Fox Preserve

Krohn Conservatory
LaBoiteaux Woods Nature Center
Magrish Riverlands Preserve
Rawson Woods Bird Preserve
Trailside Nature Center



RECREATION CENTERS

| | | |
|--------------|----------------|--------------------|
| Bond Hill | Hirsch | Oakley |
| Bush | LeBlond | Over-the-Rhine |
| Clifton | Lincoln | Pleasant Ridge |
| College Hill | Madisonville | Price Hill |
| Corryville | McKie | Sayler Park |
| Dunham | Millvale | Westwood Town Hall |
| Evanston | Mt. Washington | Winton Hills |
| Hartwell | North Avondale | |

POOLS AND SPRAYGROUNDS

Deep Water Pools

| | | |
|-----------------|----------------|----------------|
| Bond Hill | Lincoln | Oakley |
| Bush | Madisonville | Pleasant Ridge |
| Camp Washington | McKie | Ryan |
| Dickman | Millvale | Winton Hills |
| Filson | Mt. Washington | |
| Hartwell | | |

Shallow Water Pools

| | | |
|----------------------|----------------------|----------------------|
| Dempsey | Hanna-Otto Armleder | Mt. Adams |
| Dunham-Otto Armleder | Hirsch-Otto Armleder | Spring Grove Village |
| Evanston | LeBlond | |

Indoor Pool

Mt. Auburn

Spraygrounds

| | | |
|--------------|----------------|----------------|
| Caldwell | McKie | Pleasant Ridge |
| College Hill | North Fairmont | South Fairmont |
| Dyer | Oyler | Oakley |

COMMUNITY HEALTH CENTERS

Health Centers

| | |
|--|-----|
| Ambrose H. Clement Health Center | No |
| Braxton F. Cann Memorial Medical Center | No |
| Crest Smile Shoppe (Dental Clinic Only) | Yes |
| Bobbie Sterne (Elm Street) Health Center | Yes |
| Millvale at Hopple Street Health Center | Yes |
| Northside Health Center | Yes |
| Price Hill Health Center | Yes |
| Walnut Street Health Center | No |

Dental Clinic**Pharmacy**

Yes

Yes

No

Yes

Yes

Yes

Yes

No



BUDGET DEVELOPMENT PRINCIPLES

The Biennial Budget development process emphasizes budget policy review, budget education, and citizen involvement. The following principles guide the development of the City's Biennial Budget:

- The budget will be structurally balanced.
- The City government encourages citizen participation in budget development.
- The City government reflects efficiency and effectiveness in service delivery, asset maintenance, and capital improvements in the budget.
- The City government at all times emphasizes sound financial planning and management.
- The Biennial Budget will include a multi-year General Fund forecast, with adjustments in the Budget Update.

Budget Engagement

The City has revamped the budget citizen engagement process to gather a variety of information for the City Council, the Mayor, and Administration to rely on as the Recommended FY 2020-2021 Biennial Budget was created.

The public engagement process included various information gathering techniques to maximize the input received including:

- Continuing use of the budget engagement website to keep people informed of upcoming opportunities.
- Publishing the "Your City Budget" presentation.
- Collecting more than 65 project requests from Community Councils through the Community Budget Request (CBR) process for the FY 2020-2021 Biennial Budget. The process for collecting Community Budget Requests from Community Councils will begin again in May 2019 for the FY 2021 Budget Update.
- The Neighborhood Project Suggestion form on the City Planning website, created for the FY 2018-2019 Biennial Budget, was utilized again this year. More than 110 suggestions were collected, which City Departments reviewed and responded to.
- Budget Basics/Public Input sessions for various community and business groups for the FY 2020-2021 Biennial Budget in different areas of the City to continue the education process and help collect feedback.
- Offering three Employee Budget Engagement/Input sessions for the FY 2020-2021 Biennial Budget at different City facilities to ensure employees were able to attend and provide feedback. More than 115 employee budget suggestions were submitted.
- Presenting "Cincinnati's Capital Budget" at the 2019 Neighborhood Summit.

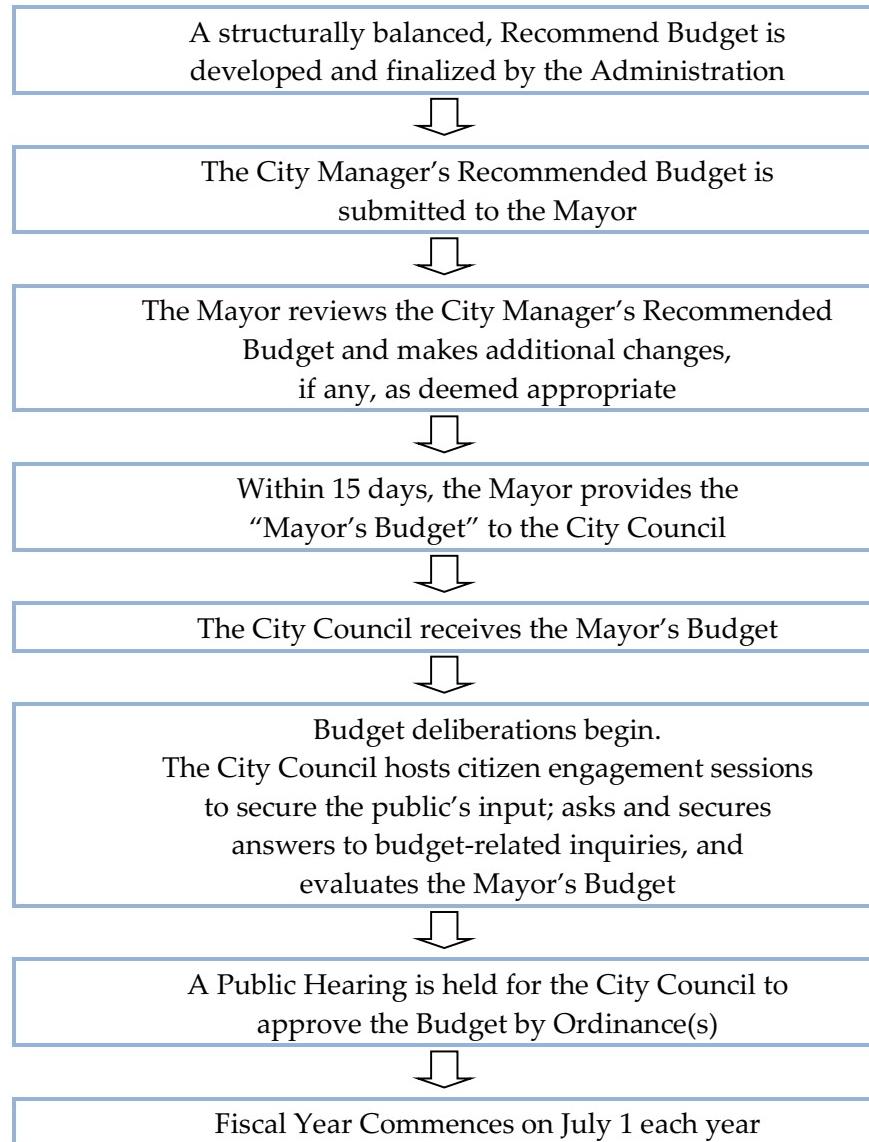


- Holding a public hearing on the FY 2020 City Council Budget Policy Motion.

While this has been a great start to enhance engagement, the process will be continually improved and expanded as the City begins work on the FY 2021 Budget Update.

BUDGET PROCESS

The following steps summarize the activities that take place during the budget development process.



The City of Cincinnati's fiscal year starts on July 1 and runs through June 30. Every other year, the City develops a biennial budget. Following approval of the biennial budget, an update to the second year of the biennium is developed and approved.



Development of the budget commences with the assignment of available resources to a "continuation" budget. A continuation budget is that part of the City's budget necessary to continue the current level of services when adjusted for inflation, mandated rate increases, and/or applicable changes to salaries and benefits. The continuation budget is balanced with available resources and targets are established for each department.

Departments are directed to develop their proposed continuation budget within the established resources. To meet this directive, departments conduct internal analyses of programs and services to determine service needs and delivery improvements, cost savings and opportunities, and required staffing levels. In addition, departments may identify possible trade-offs to balance resources between service and workload estimates.

Departments may find the resources provided are not sufficient to address new or enhanced programs, staff, or activities. They are given an opportunity to request on-going or one-time significant agency changes to the continuation budget. One-time changes are expected to be requested and funded once. On-going changes are expected to be required annually and will result in a continuation expense in future years' budgets.

Departments submit their proposed budgets and supporting documentation to the Office of Budget and Evaluation. The Office performs an administrative review of all department budget proposals for consistency, reasonableness, and compliance with policies, direction, and guidelines.

The Office prepares executive summaries of the proposed operating budgets and hosts Executive Budget Review (EBR) team reviews of the departments' budgets with each of the departments. The EBR team includes the City Manager, Assistant City Managers, Finance Director, Assistant Finance Director, Budget Director, Human Resources Director, Operating Budget Supervisor, and the Chief Performance Officer. The EBR team review allows the departments to answer questions and promote their proposed budget.

The City Manager reviews the recommendations of the EBR and, in turn, develops the recommendations which are submitted to the Mayor for further consideration prior to submission to the City Council. Public comment is solicited during public hearings. The City Council approves the budget and immediately amends the budget during the same meeting of the City Council. The amendments will be included in the Approved FY 2020-2021 Biennial Budget.

BIENNIAL BUDGET

In Cincinnati, the City Council approves a biennial budget which covers a two-year period. The primary advantage of a biennial budget is that the multi-year horizon provides an opportunity to enhance planning for City programs and services. With a view toward the future, issues can be anticipated and resolved before they become crises. Programs can be phased in or out more readily and fluctuations in resources can be better managed. Another advantage of a biennial budget is the saving of time and effort by the City staff and the City Council in the second, or "off", year of the biennial cycle.

Although the City Council approves a multi-year budget, the State of Ohio requires cities to appropriate funds annually. For the first year of the biennium, the budget is "appropriated" by the City Council. The second year of the biennium is also "approved" by the City Council at that time. Subsequently, during the first year of the biennium, the City Council must formally appropriate the Approved FY 2020 Budget.



Operating Budget and Capital Budget

The Operating Budget covers the day-to-day delivery of City services. It is similar to a family budget for living expenses, such as rent and utilities. Operating expenditures cover the hours worked by City employees and the supplies they use to deliver services. Examples include activities such as police officer patrols, the filling of potholes, trash collection, and operating the water treatment system.

The Capital Budget is for the improvement, construction, or purchase of City assets that cost \$10,000 or more and last at least five years, such as City buildings or fire trucks. Similar to a family that saves and borrows money to buy a house, the City uses a combination of cash and debt financing to invest in assets such as health clinic facilities, which serve citizens now and in the future.

The Operating and Capital Budgets are interrelated because many capital assets require operating resources to maintain them. If capital assets are not adequately maintained, the service life is decreased. In some cases, capital investments result in a decrease in operating costs to maintain a capital asset.

BASIS OF BUDGETING

Governments use fund accounting to keep different types of revenue and expenditures separated from other types, depending upon the purpose of each fund. Each fund has a fund title and accounting code for reference purposes. The budget for the City of Cincinnati is prepared on a cash basis, with the exception of certain accrued personnel services and employee benefit costs. Encumbrances, which are amounts of funding committed for the payment of goods or services ordered but not yet received, do not lapse at year-end. They are included as expenditures in the year for which the budget is adopted. The treatment of accounting and financial statement reporting for City funds is provided in the Measurement Focus section below.

There are more than 100 funds in use by the City of Cincinnati, and these funds are controlled by enabling legislation that sets the purpose and use of each fund. As an additional control, the City Council passes appropriation ordinances to approve the budgets for 23 of the largest and most active funds which are called principal restricted funds. An appropriation is a legislated authorization to make limited expenditures based on projected revenues.

In general, budgetary control for the use of a principal restricted fund's resources is established through the following expenditure account classifications: personnel services, non-personnel services, capital outlay, and debt service. Revisions of the appropriation level for any principal restricted fund must be approved by the City Council.

Measurement Focus

Except for budgetary purposes, the basis of accounting used by the City conforms to accounting principles generally accepted in the United States of America as applicable to governmental units formally known as Generally Accepted Accounting Principles (GAAP). The accounting and financial reporting treatment applied to a fund is determined by its measurement focus.

The government-wide and proprietary funds' financial statements are reported using the economic resources measurement focus. The government-wide and proprietary funds' financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Non-exchange transac-



tions, in which the City gives (or receives) value without directly receiving (or giving) equal value in exchange, includes income taxes, property taxes, grants, shared revenues, and donations. On an accrual basis, revenue from income taxes is recognized in the period in which the taxpayer's liability occurs and revenue from property taxes is recognized in the fiscal year for which the taxes are levied. On an accrual basis, revenue in the form of shared revenue is recognized when the provider government recognizes its liability to the City. Revenue from grants and donations is recognized in the fiscal year in which all eligibility requirements have been satisfied.

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized in the accounting period in which they become both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within sixty days of the end of the current fiscal period. Expenditures generally are recorded when the related liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due. Inventories of materials and supplies may be considered expenditures either when purchased or when used, and prepaid expense items may be considered expenditures either when paid for or when consumed. Proceeds of general long-term debt are reported as other financing sources.

Income taxes, delinquent property taxes, liquor permits, fines, local government funds, gasoline taxes, and motor vehicle license fees for the current and prior periods are determined to be susceptible to accrual and are recognized as revenue in the current accounting period. All other major revenues of governmental funds are determined not to meet the criteria of either being measurable or available. The proprietary fund type statements are prepared utilizing the flow of economic resources measurement focus and the accrual basis of accounting for revenues, which are recognized when they are earned, and for expenses, which are recognized when they are incurred. Unbilled service receivables are recognized by proprietary funds when the services are provided.

The fiduciary fund types recognize revenue and expenditures/expenses on a basis consistent with the fund's accounting measurement objective. The pension trust fund and the mixed investment pool statements are prepared utilizing the flow of economic resources measurement focus and the accrual basis of accounting. Agency funds do not have a measurement focus. Their financial statements are prepared utilizing the accrual basis of accounting.

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board (GASB). Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The City has elected not to follow subsequent private-sector guidance.

Introduction



The City of Cincinnati's FY 2020 Recommended Budget was developed and is maintained by funds. The following table shows the All Funds FY 2020 Recommended Budget, which includes both Operating and Capital:

| | FY 2020 Recommended Budget Update | % of Total Budget (All Funds) |
|--|---|-------------------------------------|
| OPERATING | | |
| General Fund | 392,930,510 | 27.4% |
| Special Revenue Funds* | | |
| 9-1-1 Cell Phone Fees | 1,347,090 | 0.1% |
| Bond Hill Roselawn Stabilization & Revitalization Operations | 200,000 | 0.0% |
| Bond Retirement | 129,220,550 | 9.0% |
| Cincinnati Health District | 4,700,780 | 0.3% |
| Cincinnati Area Geographic Information Systems (CAGIS) | 17,173,040 | 1.2% |
| Cincinnati Riverfront Park | 1,010,960 | 0.1% |
| Community Health Center Activities | 24,579,400 | 1.7% |
| Convention Center | 9,637,150 | 0.7% |
| County Law Enforcement Applied Regionally (CLEAR) | 5,354,140 | 0.4% |
| General Aviation | 2,180,240 | 0.2% |
| Hazard Abatement | 1,033,610 | 0.1% |
| Income Tax-Infrastructure | 20,382,110 | 1.4% |
| Income Tax-Transit | 55,989,340 | 3.9% |
| Metropolitan Sewer District | 229,474,960 | 16.0% |
| Municipal Golf | 5,560,760 | 0.4% |
| Municipal Motor Vehicle License Tax | 4,321,810 | 0.3% |
| Parking Meters | 4,493,440 | 0.3% |
| Parking System Facilities | 7,451,370 | 0.5% |
| Recreation Special Activities | 6,213,490 | 0.4% |
| Safe and Clean | 50,500 | 0.0% |
| Sawyer Point | 1,576,640 | 0.1% |
| Stormwater Management | 23,787,110 | 1.7% |
| Street Construction Maintenance & Repair | 15,843,240 | 1.1% |
| Water Works | 149,413,970 | 10.4% |
| Other Restricted Funds | 25,107,510 | 1.8% |
| TOTAL ALL FUNDS OPERATING BUDGET | \$ 1,139,033,720 | 79.4% |
| CAPITAL | | |
| General Capital | 63,121,500 | 4.4% |
| Restricted Capital Funds | | |
| Convention Center | 230,000 | 0.0% |
| General Aviation | 592,000 | 0.0% |
| Income Tax-Transit | 100,000 | 0.0% |
| Metropolitan Sewer District | 67,000 | 0.0% |
| Metropolitan Sewer District Capital Improvements | 134,972,195 | 9.4% |
| Parking System Facilities | 103,500 | 0.0% |
| Stormwater Management | 9,050,000 | 0.6% |
| Telecommunications Services | 30,000 | 0.0% |
| Water Works | 32,000 | 0.0% |
| Water Works PIF | 79,000,000 | 5.5% |
| Special Revenue Capital Funds | | |
| Special Housing PIF | 175,000 | 0.0% |
| Grant and Matching Funds | | |
| Alternate Transportation Grants | 5,640,000 | 0.4% |
| Road/Bridges Grants | 1,220,000 | 0.1% |
| Safety Improvement Grants | 1,000,000 | 0.1% |
| TOTAL ALL FUNDS CAPITAL BUDGET | \$ 295,333,195 | 20.6% |
| TOTAL ALL FUNDS FY 2020 RECOMMENDED BUDGET | \$ 1,434,366,915 | 100.0% |

*The Streetcar Operations Fund is not included in the Principal Restricted Funds total.



The **General Fund** is the accounting entity in which all governmental activities, except those that are required to be accounted for in other funds, are accounted for. Its revenues consist primarily of taxes, inter-governmental shared revenues, charges for services, and investment income. General Fund expenditures represent costs of general government, economic development, public safety, public services, public health, parks and recreation, and other costs.

The **General Capital Projects Fund** is used to account for resources designated to construct or acquire governmental fund capital assets. Such resources are derived principally from proceeds of Southern Railroad Notes, property tax supported debt, general obligation debt, federal and state grants, and the City income tax. It is the City's policy to use the proceeds derived from the sale of bonds only for the capital improvement purpose detailed in the bond-authorizing ordinance and in accordance with state statutes. Any premium and accrued interest received from the sale of bonds is deposited into the Bond Retirement Fund. The Bond Retirement Fund accounts for the resources accumulated and payments made for principal and interest on general obligation debt and capital lease payments of the governmental funds.

The City reports the following major proprietary fund:

The **Water Works Enterprise Fund** accounts for all activities of the City's Water Works Department. The City collects, purifies, and sells water to Greater Cincinnati area and Northern Kentucky residents (either directly or indirectly through wholesale contracts) and businesses. Revenue consists primarily of user charges.

The City reports the following fund types:

Internal Service Funds account for reproduction and printing, automotive repairs and maintenance services, stores, land sales and leasing, workers' compensation, and data processing services to other City departments or agencies and to other governments. Internal service funds are used to account for the financing of goods or services provided by one department or agency to another department or agency of the government, generally on a cost reimbursement basis.

The Pension, Investment, and Agency funds are reported in the Comprehensive Annual Financial Report (CAFR) and are not included in this budget document. The Pension Trust Fund is used to account for the receipts and expenditures of the City's Retirement System. The Investment Trust Fund is used to account for the Metropolitan Sewer District Fund portion of the City's pool of cash and investments. Agency funds are used to account for assets held by the City in a fiduciary capacity. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.



FINANCIAL POLICIES

The City of Cincinnati is a political subdivision of the State of Ohio. It is governed with the powers of home rule by a directly elected mayor with a four-year term and a council of nine members who are elected at large for four-year terms. In 2001, Cincinnati converted from a city manager-council form of government, through which it had operated since 1926, to a stronger mayor-council form of government.

The City has long been recognized for its sound financial management. The Government Finance Officers Association (GFOA) has recognized the City for its annual financial report with the *Certificate of Achievement for Excellence in Financial Reporting* and for its budget document with the *Distinguished Budget Presentation Award*. The City's credit ratings are strong. What follows are the guiding financial policies for the City of Cincinnati concerning revenues, debt service, investments, accounting and auditing, reserves, and operating and capital budgeting.

Accounting and Auditing Policies

- The financial statements of the City of Cincinnati are prepared in accordance with standards promulgated by the Governmental Accounting Standards Board (GASB). These standards include the effective pronouncements of the American Institute of Certified Public Accountants (AICPA) which are considered to be "generally accepted accounting principles" for state and local entities, until they are altered, amended, supplemented, revoked or superseded by a subsequent GASB pronouncement.
- The City performs periodic financial, program and contract internal audits to ensure departmental compliance of City policies and to improve the overall operating efficiency of the organization.
- An independent audit is performed annually to render an opinion on the City's general-purpose financial statements.
- A Comparative Statement of Revenue and Expenditure is presented to the City Council monthly.
- For appropriation and expenditure control purposes, budgeted expenditure classifications that may not be exceeded are personnel service, non-personnel service, capital outlay, and debt service. The City Council must approve revisions of or transfers between expenditure classifications.

Revenue Policies

- The City Council levies taxes or fees as specified in the City Charter, or as authorized under the laws of the State of Ohio, to generate revenue for service delivery and capital improvement purposes.
- The Biennial Budget is developed based on the current income tax and property tax structure in the City of Cincinnati.
- Income Tax: The City Income Tax is 2.1% of gross earnings by residents, non-residents who work in the City, and corporations located in the City. It is subdivided into four components: 1.55% for General Fund operating purposes, 0.3% for public transit, 0.15% for permanent



improvements (capital) and 0.10% for maintenance of the City's infrastructure. The biennial budget assumes no additional income tax credits or deductions other than those currently allowed.

- Property Tax: The City's current property tax total is 12.10 mills per \$1,000 of assessed value. Property tax is subdivided into two components: 5.54 mills for General Fund operating purposes, and 6.50 mills for debt requirements of the Capital Improvement Program for Calendar Year (CY) 2018. The CY 2019 Property Tax rate is 5.16 mills for General Fund operating purposes and 7.26 mills for debt requirements of the Capital Improvement Program.
- Intergovernmental revenues are sought from State, Federal, and other sources. The City is not obligated to continue financial support for non-City funded programs and projects after non-City funding has lapsed, except as agreed to as a condition of acceptance of intergovernmental revenues.
- The City ensures revenue collection through efficient collection systems.

Debt Policies

- The City will issue bonds for capital improvements and not for recurring operating expenditures.
- The City publishes an Official Statement for each bond issue in accordance with rules promulgated by the Securities and Exchange Commission.
- The City fulfills all obligations for secondary market disclosure to keep bond market participants informed of significant financial activities of the City.
- The City primarily utilizes dedicated property tax proceeds to support debt service payments on general obligation bonds and notes. It also levies taxes on property based on debt limitations in the Ohio Revised Code and the City Charter as follows:
 - As a result of a prior Court decision, the City has the right to levy property taxes without limitation to support its lawfully issued bonds and notes, and the City's ability to incur debt will be limited only by the arithmetical (percentage) limitations set forth under Section 133.05 of the Ohio Revised Code.
 - Section 133.05 of the Ohio Revised Code provides that the principal amount of both voted and unvoted debt of the City may not exceed 10.5% of the City's assessed valuation, and that the principal amount of unvoted debt may not exceed 5.5% of the City's assessed valuation. The Code also provides several exemptions of debt from the 5.5% and 10.5% limitations.
 - The City retires approximately 71% of outstanding debt within 10 years.
 - Moody's rates the City's general obligation bonds "Aa2", their third highest rating. The City's bond rating by Standard and Poor is "AA", their second highest rating. Both ratings reflect a stable outlook.



- Section #9, "Long-Term Debt" on Page 79 of the City of Cincinnati's 2018 Comprehensive Annual Financial Report (CAFR) contains detail on the City's long-term debt structure. Please refer to the CAFR for further information.

Investment Policy

- Approved by the Mayor and the City Council, the City's foremost objective of the investment policy for the funds that are pooled and deposited in the General Bank Depository Account and other accounts authorized by the City Treasurer is safety of principal. The investment policy minimizes credit risk by limiting investments to the safest types of securities, pre-qualifying the financial institutions with which the City will do business, and diversifying investments to minimize potential losses.

Fund Balance Reserves Policy¹

- To achieve the Government Finance Officers Association's (GFOA) recommended minimum fund balance reserves of two months of revenue by Fiscal Year 2020, the City Council approved Ordinance No. 0253-2015 on July 1, 2015. The Ordinance authorized the policy of managing the Stabilization Funds for the City of Cincinnati. The Stabilization of Funds of the City include the following:
 1. General Fund Carryover Balance: will maintain one and fifty one hundredths percent (1.50%) of estimated General Fund operating revenues.
 2. General Fund Contingency Account: to be used for one-time unfunded events, shall have a balance which is one and twenty-five one hundredths percent (1.25%) of estimated general operating revenues.
 3. Emergency Reserve Account: to be used for a major one-time event or unforeseen event, has a balance which is sixty-six one hundredths percent (0.66%) of estimated general operating revenues.
 4. Working Capital Reserve: minimum reserve level of 13.29% of general operating revenues. Used only in the event of an emergency or a catastrophic need of the City.

Operating Budget Policies

- The City prepares a General Fund Multi-year Forecast every two years, which provides estimates of income tax and property tax revenue changes and expenditure changes for the forecast period. Explanations of revenue and expenditure assumptions are included in the forecast.
- Mid-year budget monitoring exercises are conducted each year to identify budget issues at the department level to ensure budgets remain within their appropriated funding level.
- The City prepares Final Adjustment Ordinances for the General Fund and Principal Restricted Fund accounts at the end of each year for the purpose of realigning accounts and providing funds for the on-going needs of City departments in order to ensure that all departments have balanced budgets by year-end.

1. This summary reflects the current General Fund Balance Reserves Policy. However, the City Administration recommends revisions to this policy for FY 2020. These revisions are outlined in the Financial Summaries section.



- At the beginning of budget development, targets are established for Operating Budget expenditures. These targets reflect adjustments for program changes, any applicable increases in salaries and wages, and inflationary increases in non-personnel items and services. Budgetary requests in excess of the target amounts are considered exceptions and must meet one of the following criteria: legal mandates, City Council mandates, or City Manager initiatives.
- The City strives for a structurally balanced budget for the General Fund and each Principal Restricted Fund where annual total expenditures and encumbrances are equal to or less than the annual revenue estimate for the fund.
- A budget that provides for a positive net carryover balance in the fund at the end of the fiscal year is considered a balanced budget in order to comply with State Law.

Capital Budget Policies

- A capital improvement or capital project is defined as the purchase or improvement of a City asset, including construction or rehabilitation which provides an asset for the City's use or, in the case of an existing asset, increases the value of the public asset or extends its useful life. Capital improvements are made to improve the value of City assets, and are relatively large expenditure items compared with operating budget items. The City Council may also designate a capital improvement through its authority to establish public policy and identify a public purpose when making capital improvement expenditures. A capital improvement is expected to have a useful life of at least five years, compared to operating budget items which are consumed in the daily delivery of City services.
- The following criteria were used in developing the Capital Budget, which are listed in descending priority sequence:
 1. Hazard Elimination: to eliminate or reduce definite and immediate health and safety hazards;
 2. Legal Mandates: to comply with a court order or other specific legal directive (consent decree, etc.);
 3. Regulatory Compliance: self-initiated improvement in compliance with a federal, state, or local rule or regulation affecting capital assets;
 4. Project Completion: to finish phased projects with related and already committed or expended funding;
 5. Prevent Failure: to systematically, and according to schedule, improve assets that would fail if not periodically improved;
 6. Extend Useful Life: to improve an asset by making a capital investment to increase the asset's service life;
 7. Cost-Benefit Justified: to make a capital investment that is supported by benefits equal to or greater than the cost of investment (e.g., benefits may be in jobs, revenue, cost savings, matching funds, etc.);
 8. Service Betterment: to accommodate growth in service demand, or to otherwise increase the quality of service provided by the capital asset.



PLANNING THE BUDGET

Under the leadership of the City Manager, five strategic priorities were identified that guided the FY 2016-2017 Biennial Budget development and have continued as the City's strategic focus into the FY 2020-2021 Biennium. The strategic priorities include:

-  **SAFETY**
-  **THRIVING NEIGHBORHOODS**
-  **GROWING ECONOMIC OPPORTUNITIES**
-  **EFFICIENT SERVICE DELIVERY**
-  **FISCAL SUSTAINABILITY**

To develop a multi-year financial forecast, an econometric forecasting firm is contracted to provide the City with a five-year economic forecast. The forecast provides a fiscal context for the development of budget policies. In May 2019, the University of Cincinnati's Economics Center revised projections for City Income Tax for fiscal years 2019 to 2023.

In addition to the long-term financial planning, there are many other planning processes that have an impact on the development of the biennial and update budgets, which are described below:

In 2013, the City Council adopted "Plan Cincinnati," the City's first comprehensive plan in over 30 years. This Plan acts as a guide in future development of Cincinnati and has been implemented through the collaboration of many public and private stakeholders including residents, developers, businesses, City staff, and more. The comprehensive plan will also serve as a guide to developing the City's Capital Investment Program for years to come.

In addition to the comprehensive plan, the City adopted a five-year Consolidated Plan (2015-2019), which guides the use of the City's major federal funds, such as the Community Development Block Grant. The five-year Consolidated Plan incorporates the City's Housing Policy and Economic Development strategies while focusing on three major objectives of providing decent affordable housing, creating suitable living environments, and creating economic opportunities. This document is considered and adopted as a separate process and not included in this document.

Since development of the 2013 budget, the City of Cincinnati implemented a citizen engagement process to ascertain the most important programs and services to the community. This tool provides data for prioritizing existing programs and services to identify opportunities for cost savings, revenue enhancements, and budget reductions based on community values. The process provides an ongoing foundation for examining services and programs for future budget development.

City departments also develop, update, and implement individual business plans focused around the areas of Public Safety, Neighborhood Investment, Economic Development and Service Excellence. Departments



receive feedback throughout the year from the "Fix it Cincy!" app, which allows the community access to departments by submitting services requests such as bulk-item trash pickup, pothole repairs, etc. The app QR codes from both the Apple App Store and Google Play can be found below:



This technology not only allows departments to engage with the public throughout the year, but also informs their business plans for upcoming budget cycles. Each department's business plan, which includes specific goals, objectives and performance measures, are presented in the Departmental Budgets section of this document.



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Mayor John Cranley:

May 9, 2019

INTRODUCTION

Guided by your strong vision and leadership, and the continued direction and support provided by the members of the City Council, I am pleased to present a structurally balanced Biennial Budget for Fiscal Years (FY) 2020 and 2021 ("Proposed Budget").

As you know, the City faced the difficult task of reconciling an \$18.9 million General Fund budget deficit, which was exacerbated by the loss of state government funding and not having access to many of the revenue enhancement strategies and one-time sources used in previous budgets.

However, through engagement, collaboration, and prioritization, we have prepared, for your review and consideration, a Proposed Budget that is not only structurally balanced but also maintains, and in some situations enhances, essential core services and avoids harsh cuts to the City services that Cincinnatians depend on.

BUDGET POLICY DIRECTION

Mr. Mayor, you, the City Council and residents have made it clear that your top priority is maintaining core services. With this Proposed Budget, we have taken heed to that charge. For example, in this Proposed Budget, we are adding new resources to the Department of Public Services to further complement efforts such as litter collection, pothole repair, and landslide cleanup response. Public safety also receives a top priority in this budget, and we are continuing to invest in our Police, Fire, and Emergency Communications operations.

Based on the City Council's policy direction, this document also includes 1.2% of General Fund Revenue budgeted towards Human Services funding to ensure the most vulnerable members of our community continue to receive the services they have come to rely on.



It is fair to say that at times this budget looked dire; however, I am pleased to announce that despite that rough outlook, we are not proposing the closure of any recreation centers, pools, parks, or the shuttering of any health centers. Additionally, no layoffs or furloughs are proposed in this budget. To make this possible, however, numerous vacant positions were eliminated, and several employees may be shifted to existing vacant positions within the organization to reduce cost in the General Fund.

BALANCING THE FY 2020 BUDGET



Considering the budget deficit, many difficult decisions had to be made in order to avoid layoffs and maintain services. Balancing was accomplished through a combination of revenue increases and expenditure reductions.

REVENUE INCREASES AND ENHANCEMENTS:

Due to a better than expected third and fourth quarter year-to-date, the Income Tax forecast has been revised resulting in a \$8.0 million increase to the FY 2020 estimate. Our strong economy and job growth are paying dividends which has allowed us to avoid severe reductions in this budget that would impact our ability to deliver services to those who live, play, and work in Cincinnati.

As previously articulated, the City Administration has exhausted almost all of its revenue-enhancing mechanisms. To balance a budget deficit of this size, the City could not rely on one-time sources alone. We are recommending one new fee adjustment - the elimination of the \$1.05 per ticket exemption on Admission Tax - which would result in an estimated \$200,000 increase to the General Fund.

EXPENDITURE REDUCTIONS:

Expenditure reductions in the amount of \$14.0 million are necessary to balance the budget. Reductions include:

- Eliminating 67.25 full-time employees (FTE) in the General Fund, including nine currently filled positions. These eliminated positions are administrative in nature and do not directly impact the delivery of core services; however, the staffing changes will likely reduce the City's capacity to research and respond to certain administrative matters as quickly and efficiently as desired. All employees displaced have been offered a vacant position within the City, though some are at a lower pay rate than their current salary.
- Freezing vacant positions.
- Proposing an additional 20% rate increase to fund capital eligible Stormwater Management (SMU) expenditures and shift General Fund eligible expenditures to the Stormwater Management Fund.
- The removal of the vast majority of leveraged support from this Proposed Budget. This decision was not made lightly. We know many of the organizations that traditionally receive leveraged support do tremendous work in and for our community. This cut was difficult to make but necessary given the circumstances.



- Shifting of eligible General Fund expenses to various Restricted Funds. This includes Enterprise Technology Solutions (ETS) staff billing time worked on capital projects to information technology (IT) related Restricted Funds; the Department of City Planning using in-house staff for neighborhood plans related to capital projects instead of consultants; and the Law Department billing time to the Property Management Fund. The Parks Department and the Cincinnati Recreation Commission will use special revenue funds to pay direct expenditures related to the funds' purposes. In each of these cases, service levels will remain consistent.

KEY SERVICES MAINTAINED AND ENHANCED

The reductions and revenue enhancements outlined above enable the City to maintain and improve General Fund service to the community. Key services positively affected as a result of these actions include:

Public Services

The Proposed Budget provides a series of service enhancements to Cincinnati residents. Due to the recent statewide gas tax increase, funds available for pothole repair, road paving, roadway structure maintenance, and hard surfaces have increased. This budget proposal adds 12 additional FTEs and significant funding for material and equipment related to these needs. It is anticipated that these additional resources will allow the Department of Public Services to maintain local roadways with greater speed and efficiency, and with longer lasting results. A \$5.00 per motor vehicle license increase, as approved by the State of Ohio, is proposed for FY 2020.



Public Safety

This Proposed Budget supports a new 30-person Police Recruit Class which is slated to begin in November 2019. Emergency Communications Center (ECC) staffing continues to be a primary point of emphasis for the Administration as we move forward with ongoing enhancements to the City's emergency communications operations. To support these efforts, we are including the addition of new staff positions that will focus on continuing the progress the City has made toward meeting the goals outlined in the ECC Action Plan and the third-party organizational assessment. The Proposed Budget also allocates funds for necessary technological improvements to the Emergency Operations Center (EOC) and the interview rooms at several Police districts. Maintenance of the Genesis Extrication Tool, which is used by the Fire Department to rescue individuals trapped in vehicles, is included as well.

Mr. Mayor, you and City Council have made clear the importance of prioritizing pedestrian safety and landslide mitigation efforts. This Budget Proposal does that by providing crucial resources that will enable the City to expand upon the initiatives already in place and introduce new programs or tools to strengthen our performance in both of these areas.



CONCLUSION



Creating a structurally balanced Recommended Budget that enhances core services and minimizes potential layoffs and facility closures in the face of an \$18.9 million General Fund deficit has been no easy task.

This Proposed Budget is only possible because of the months of hard work and dedication of City staff. Numerous City employees took part in our budget engagement sessions related to this Proposed Budget. Their input generated more than 110 ideas for improving processes, eliminating costs and enhancing efficiencies that would benefit not only our City's fiscal standing but our general operation as a municipal government. This Proposed Budget is better because of their interest and action.

I also want to express my appreciation to the many residents who have submitted ideas and provided feedback as part of this budget.

Lastly, I want to thank you, Mayor Cranley, and the entire City Council, for the leadership, direction and support for so many of the priorities outlined herein. The Proposed Biennial Budget for FY 2020/2021 reflects those priorities. The Administration now stands ready to address any of your, and Council's, concerns and to answer each and every question that you all may have.

A handwritten signature in blue ink that reads "Patrick A. Duhaney". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Patrick A. Duhaney
City Manager



ALL FUNDS BUDGET

The Recommended FY 2020-2021 Biennial Budget totals \$1.4 billion and includes a \$1.1 billion Operating Budget and a Capital Budget totaling \$295.3 million. As required by state law, all funds are balanced.

Table I - Recommended FY 2020-21 All Funds Budget

| (\$ in Millions) | 2018-2019 Biennial | | | From 2019 Update Approved | | |
|----------------------------------|--------------------|-------------------------|------------------------|---------------------------|--------------|------------------------|
| | 2018 Approved | 2019 Update Approved | Recommended FY 2020 | \$ Change | % Change | Recommended FY 2021 |
| Operating Budget | | | | | | |
| General Fund ⁽¹⁾ | \$395.7 | \$403.7 | \$392.9 | -\$10.8 | -2.7% | \$399.3 |
| Restricted Funds ⁽²⁾ | \$674.4 | \$689.1 | \$746.1 | \$57.0 | 8.3% | \$811.7 |
| Subtotal Operating Budget | \$1,070.1 | \$1,092.8 | \$1,139.0 | \$46.2 | 4.2% | \$1,211.0 |
| Capital Budget | | | | | | |
| General Capital Budget | \$76.7 | \$85.4 | \$63.1 | -\$22.3 | -26.1% | \$63.3 |
| Restricted Funds Capital | \$394.0 | \$219.3 | \$224.2 | \$4.9 | 2.2% | \$208.2 |
| Special Revenue/Matching Capital | \$34.1 | \$16.0 | \$8.0 | -\$8.0 | -50.0% | \$5.7 |
| Subtotal Capital Budget | \$504.8 | \$320.7 | \$295.3 | -\$25.4 | -7.9% | \$277.2 |
| Total All Funds Budget | \$1,574.9 | \$1,413.5 | \$1,434.3 | \$20.8 | 1.5% | \$1,488.2 |

⁽¹⁾The Recommended FY 2020 and FY 2021 General Fund amounts do not include \$16.6 million and \$16.7 million respectively in Health Department funding that is now in the Cincinnati Health District Restricted Fund.

⁽²⁾The Streetcar Operations Fund is not included in the Restricted Funds total.

The All Funds Operating Budget is summarized in this section and is followed by Financial Summaries and Departmental Budgets. The All Funds Capital Budget is summarized in Volume II.

The Operating Budget Summary is intended to provide an abridged overview of the City of Cincinnati's Recommended Fiscal Year (FY) 2020-2021 Biennial Budget. The Recommended FY 2020-2021 Biennial Operating Budget is structurally balanced and does not use one-time sources to balance.

Operating Budget Summary

FY 2020-2021 Biennial Budget



Developing the Recommended FY 2020-2021 Biennial Budget commenced in November 2018.

Recommended FY 2020 - 2021 Operating Budget - Development Calendar

| 2018 Dates | |
|--|------------------------|
| Calendar Year 2020 Tentative Tax Budget Submitted to City Council | November 30 |
| 2020 Tentative Tax Budget Public Hearing Notice Posted in Clerk's Office | December 5 |
| 2019 Dates | |
| 2020 Tentative Tax Budget Public Hearing (Special Meeting) | January 3 |
| Calendar Year 2020 Tentative Tax Budget Passage | January 9 |
| Tentative Tax Budget Deadline to County Auditor's Office | January 15 |
| Weekly Budget Presentations at Budget and Finance Committee | January 22 - March 11 |
| City departments developed proposed FY 2020-2021 budgets | February 14 - March 12 |
| Departments submitted proposed FY 2020-2021 budgets | March 12 |
| Office of Budget and Evaluation analyzed proposed budgets and prepared for Executive Budget Review (EBR) team meetings | March 13 – March 25 |
| Neighborhood Summit - "Resiliency" | March 16 |
| City Council Submitted Draft of Budget Policy Motion to Committee | March 18 |
| Public Hearing: Budget Policy Motion | March 25 |
| City Council Approved the Budget Policy Motion at City Council | March 27 |
| Executive Budget Review team conducted Departmental Budget Review meetings | March 25 – April 4 |
| City Manager and Office of Budget and Evaluation prepared Recommended FY 2020-2021 Biennial Operating Budget | April 4 – May 9 |
| City Manager's Recommended FY 2020-2021 Biennial Operating Budget presented to Mayor John Cranley | May 9 |
| Mayor provides the City Council with the Recommended FY 2020-2021 Biennial Operating Budget | May 24 |
| City Manager's FY 2020 Budget Presentation | May 28 |
| Department Heads Budget Input Session 1 | May 28 |
| Department Heads Budget Input Session 2 | June 3 |
| Public Hearings | |
| LeBlond Recreation Center, 2335 Riverside Drive, 45202 | May 29 |
| UC Innovation Hub, 2900 Reading Road, 45206 | June 3 |
| Madcap Theatre, 3064 Harrison Ave., 45211 | June 4 |
| Council Motions Due to Budget & Finance Committee Chair | June 7 |
| Budget and Finance Committee Meeting to Discuss Motions | June 10 |
| Budget and Finance Committee Meeting to Propose Consolidated Motions | June 11 |
| Budget and Finance Committee Meeting to Propose Consolidated Motions | June 13 |
| Budget and Finance Committee Meeting to Approve Budget Ordinances | June 17 |
| City Council Adopts FY 2020-2021 Biennial Operating Budget | June 19 |
| FY 2020 Commences | July 1 |



ALL FUNDS OPERATING BUDGET

Table II - Recommended FY 2020 - 2021 All Funds Operating Budget

| (\$ in Millions) | 2018-2019 Biennial | | | From 2019 Update Approved | | | From 2020 Recommended | | |
|---------------------------------|--------------------|--------------------|---------------------------------------|---------------------------|-------------|---------------------------------------|-----------------------|-------------|--|
| | 2019 | | Recommended FY 2020 ⁽³⁾ | \$ Change | % Change | Recommended FY 2021 ⁽³⁾ | \$ Change | % Change | |
| | 2018 Approved | Update Approved | | | | | | | |
| Operating Budget | | | | | | | | | |
| General Fund ⁽¹⁾ | \$395.8 | \$406.3 | \$412.1 | \$5.8 | 1.4% | \$418.6 | \$6.5 | 1.6% | |
| Restricted Funds ⁽²⁾ | \$674.4 | \$689.1 | \$729.5 | \$40.4 | 5.9% | \$794.8 | \$65.3 | 9.0% | |
| Grand Total | \$1,070.2 | \$1,095.4 | \$1,141.6 | \$46.2 | 4.2% | \$1,213.4 | \$71.8 | 6.3% | |

⁽¹⁾ Includes Transfers Out; FY 2020 and FY 2021 include \$16.6 million and \$16.7 million in transfers out respectively to the Cincinnati Health District Restricted Fund.

⁽²⁾ The Streetcar Operations Fund is not included in the Restricted Funds Total.

⁽³⁾ The Recommended FY 2020 and FY 2021 Restricted Funds amounts do not include \$16.6 million and \$16.7 million respectively in Health Department funding that is now in the Cincinnati Health District Restricted Fund.

The Recommended FY 2020 All Funds Operating Expense Budget totals \$1.1 billion and represents a 4.2% increase of \$46.2 million when compared to the Approved FY 2019 Budget Update. The increase is attributed to a \$40.4 million increase in the Restricted Funds which is in addition to a \$5.8 million increase in the General Fund. This is primarily attributed to: a \$10.1 million increase in the Water Works Fund; a \$9.6 million increase in the Metropolitan Sewer District Fund; a \$4.1 million increase in the Stormwater Management Fund; a \$4.0 million increase in the Bond Retirement Fund; a \$3.9 million dollar increase in the Street Construction Maintenance & Repair Fund; a \$2.3 million increase in the Income Tax-Transit Fund; a \$1.3 million increase in the Municipal Motor Vehicle License Tax Fund; a \$1.2 million increase in the Recreation Special Activities Fund; and various other increases and decreases in a variety of funds. All restricted funds' expenditure budgets are balanced to available resources in FY 2020 and FY 2021. More details on the restricted funds are included in this section and the Financial Summaries section of the Recommended FY 2020-2021 Biennial Budget document.

The Recommended FY 2020 General Fund Operating Expense Budget, including transfers out, totals \$412.1 million, which represents a \$5.8 million, or 1.4%, increase from the Approved FY 2019 Budget Update as shown in Table II.

BUDGET ASSUMPTIONS

The City's Five Strategic Priorities guided and informed the development of the Recommended FY 2020 General Fund Operating Budget. The Recommended FY 2020 General Fund Operating Budget is structurally balanced. The following summary includes the major assumptions used in developing the Recommended FY 2020-2021 Biennial Budget.

1. For FY 2020 and FY 2021, the following salary increases have been budgeted:

- IAFF (International Association of Fire Fighters) and FOP (Fraternal Order of Police represented employees are budgeted for a 2.0% cost-of-living adjustment (COLA).
- CODE (Cincinnati Organized and Dedicated Employees), AFSCME (American Federation of State, County and Municipal Employees), Teamsters, Cincinnati Building Trades Council are budgeted for a 1.0% cost-of-living adjustment (COLA) on the effective date of their next con-

Operating Budget Summary

FY 2020-2021 Biennial Budget



tracts. All non-represented employees are budgeted for a 1.0% cost-of-living adjustment (COLA) in July 2019.

- The IAFF, CODE, and FOP labor agreements all expire before the end of FY 2019. Negotiations have or will begin with each bargaining unit corresponding with each individual labor agreement expiration date. The AFSCME, AFSCME Municipal Workers (MWs), Cincinnati Building Trades Council, and Teamsters labor agreements are due to expire in early FY 2020. The cost-of-living adjustments for all represented employees are subject to negotiation and will require both union ratification and approval by the City Council.
- 2. Step increases are funded pursuant to labor contracts, which range from less than 2.0% to over 4.0% for most represented positions that are not at the top of the respective salary range. A 3.0% merit increase for non-represented employees is also budgeted in FY 2020. Note: 89.5% of all full-time employees are represented and 10.5% are non-represented.
- 3. Overtime expense is limited to emergencies for non-public safety staff in the General Fund. Table III provides the budgeted overtime expenses for all full-time employees in the General Fund, Non-General Fund (including Enterprise Funds), and in All Funds.

Table III – Budgeted Overtime

| Department Type | General Fund | Restricted Funds | All Funds |
|------------------------|----------------------|-------------------------|----------------------|
| Public Safety | \$ 10,543,664 | \$ - | \$ 10,543,664 |
| Non-Public Safety | 391,997 | 4,679,984 | 5,071,981 |
| Grand Total | \$ 10,935,661 | \$ 4,679,984 | \$ 15,615,645 |

- 4. The Mayor and members of the City Council have not voted for a raise; therefore, the Recommended Budget includes a 0.0% increase for the Mayor and the City Council.
- 5. The Recommended FY 2020-2021 Biennial Budget includes a 16.25% employer pension contribution rate for members of the Cincinnati Retirement System (CRS). This amount is consistent with the Collaborative Settlement Agreement entered into by the City of Cincinnati on April 30, 2015. The budget also provides for employer contributions to the Ohio Public Employees Retirement System (OPERS) at 14.0%, the Ohio Police & Fire Pension Fund at 19.5% for sworn police officers, and the Ohio Police & Fire Pension Fund at 24.0% for sworn firefighters. The match amount for Deferred Compensation is set at \$150 for AFSCME members and \$750 for CODE and non-represented employees.
- 6. As part of the aforementioned Collaborative Settlement Agreement, a Deferred Option Retirement Plan (DROP) was instituted. DROP is a voluntary plan for active members of the Cincinnati Retirement System (CRS) who are covered by the Collaborative Settlement Agreement (CSA). Those who enter the plan can delay their retirement and continue to work for the City of Cincinnati. Employees who enter the plan receive a lump sum payment for their accumulated leave balances as if they had retired on the date they enter the plan. Because of this as well as increased retirements notwithstanding DROP, additional funds are needed to make these lump sum payments. The Recommended FY 2020 Budget includes an additional \$283,079 in the Lump Sum Payments Non-Departmental account.



7. Any City employee who is enrolled in an Anthem plan, is either in the traditional 80/20 plan or the High Deductible Health Plan (HDHP). Under both plans, the employee pays 100% of a deductible and then pays 20% of all in-network healthcare expenses up to an out-of-pocket maximum. FOP members hired before September 2016 and IAFF members hired before April 2016 have an out-of-pocket maximum of \$1,500 for a single plan and \$3,000 for a family plan. All other employees have an out-of-pocket maximum of \$2,000 for a single plan and \$4,000 for a family plan. As of January 1, 2019, the premium share for all non-represented and Building Trades employees is 10%. Due to premium caps in all union contracts with the exception of Building Trades, the employee share has dropped below 10%, to approximately 8.2% in 2019, and will continue to drop if the total premium increases. The 80/20 out-of-pocket maximum does not include prescription expenses. The 80/20 plan participants are enrolled in three-tier (\$10/\$20/\$30) prescription drug coverage through OptumRx. Under the HDHP, prescriptions are covered in the same manner as all other medical expenses in that the employee pays 100% of a deductible and then pays 20% of all in-network healthcare expenses up to an out-of-pocket maximum. For all employees, the HDHP out-of-pocket maximum is \$3,400 for a single plan and \$6,800 for a family plan. The HDHP participants are also enrolled in prescription drug coverage through OptumRx.
8. All City employees also have the option to enroll in the City's Integrated Health Reimbursement Arrangement (HRA) if they have other group health coverage available to them. This allows them to receive reimbursement from the City for premiums and out-of-pocket medical expenses when enrolled in another group health plan.
9. During FY 2019, Healthy Lifestyles participant incentives were reduced from \$500 to \$300 per participant, a spousal surcharge of \$100 per month was instituted for non-represented employees, and specified lifestyle medications are no longer covered under the City's Healthcare Plan.
10. Calendar Year 2020 health care expenses are not budgeted to increase at this time. Final rates will not be set until later in calendar year 2019.
11. Fuel costs are budgeted at \$2.35 per gallon for gasoline and \$2.58 for diesel fuel. The Administration continues to use fuel hedging as a tool to help with level budgeting for fuel purchases in FY 2020; however, fuel hedging is not a long-term savings method since the City will ultimately pay for variances in the fuel price.
12. The Health Department's General Fund budget has been shifted to the newly created Cincinnati Health District Fund. General Fund resources will be transferred out to this new fund to provide the necessary resources for the department's expenditures.
13. In Enterprise Services, the Division of Parking Facilities within the Department of Community and Economic Development has been altered to functionally separate off-street parking (garages, etc.) and on-street parking (parking meters, etc.). The budget for off-street parking enterprises will remain in the Parking System Facilities Fund. The budget for on-street parking enterprises has been shifted to the Parking Meter Fund which has been re-activated for FY 2020.
14. The Recommended FY 2020-2021 Biennial Budget was prepared using data analytics and includes performance management outcomes as described by the City's Office of Performance and Data



Analytics (OPDA) to maintain basic services and streamline service delivery at the highest quality at the lowest possible cost to the citizens.

15. The FY 2020-2021 Biennial Budget included a 1.0% Consumer Price Index (CPI) inflationary increase across non-personnel expenses for FY 2020 and FY 2021. This increase has been rolled back across a majority of non-personnel object codes as expenditure savings in FY 2020 in the Recommended FY 2020-FY 2021 Biennial Budget.
16. Fire Dispatch employees are being transferred from the Cincinnati Fire Department to the Emergency Communications Center. This is a net neutral shift within the General Fund. This transfer will allow all dispatch operations to be under a central command structure.

LEVERAGED SUPPORT

The City of Cincinnati leverages funding and other resources to support neighborhood revitalization, economic development, human services, and violence prevention. The Recommended FY 2020 General Fund Budget includes the following leveraged support, which totals \$6.6 million, or 1.6% of the Recommended FY 2020 General Fund Budget. Among the \$6.6 million in total leveraged support, \$4.9 million or 1.2% of the Recommended FY 2020 General Fund Budget is dedicated to Human Services and Violence Prevention.



Operating Budget Summary FY 2020-2021 Biennial Budget

Table IV – Leveraged Support

| | Approved FY 2019 Budget Update | FY 2020 Target | City Manager Recommended | FY 2020 Budget | Targets to Recommended Budget |
|--|--------------------------------------|--------------------|-----------------------------|-------------------|-------------------------------------|
| Neighborhood Support | | | | | |
| 3CDC (For Fountain Square) | \$257,820 | \$257,820 | \$200,000 | \$0 | (\$57,820) |
| 3CDC (Operating Support) | \$375,000 | \$375,000 | \$375,000 | \$0 | \$0 |
| Chamber of Commerce - Immigration Center Partnership (COMPASS) | \$50,000 | \$50,000 | \$0 | \$0 | (\$50,000) |
| Cincinnati Neighborhood Games | \$7,500 | \$7,500 | \$0 | \$0 | (\$7,500) |
| Community Urban Agriculture | \$21,890 | \$21,890 | \$0 | \$0 | (\$21,890) |
| Engage Cincy Challenge Grant | \$50,000 | \$50,000 | \$0 | \$0 | (\$50,000) |
| Invest in Neighborhoods | \$37,500 | \$37,500 | \$0 | \$0 | (\$37,500) |
| Keep Cincinnati Beautiful | \$399,650 | \$399,650 | \$0 | \$0 | (\$399,650) |
| Neighborhood Business Districts | \$129,600 | \$129,600 | \$120,000 | \$0 | (\$9,600) |
| Neighborhood Community Councils | \$340,429 | \$340,429 | \$340,000 | \$0 | (\$429) |
| Summer Youth Jobs Initiative | \$247,684 | \$247,684 | \$0 | \$0 | (\$247,684) |
| The Corporation for Findlay Market | \$4,500 | \$4,500 | \$0 | \$0 | (\$4,500) |
| Total Neighborhood Support | \$1,921,573 | \$1,921,573 | \$1,035,000 | \$0 | (\$886,573) |
| Economic Development | | | | | |
| African American Chamber of Commerce | \$325,000 | \$325,000 | \$0 | \$0 | (\$325,000) |
| CDC Association of Greater Cincinnati | \$143,700 | \$143,700 | \$0 | \$0 | (\$143,700) |
| CincyTech (FY 2019 One-Time Additional Funding of \$125,000) | \$177,010 | \$52,010 | \$0 | \$0 | (\$52,010) |
| Cin trifuse (FY 2019 One-Time Additional Funding of \$125,000) | \$177,010 | \$52,010 | \$0 | \$0 | (\$52,010) |
| Film Commission | \$56,250 | \$56,250 | \$0 | \$0 | (\$56,250) |
| Greater Cincinnati Energy Alliance | \$37,500 | \$37,500 | \$0 | \$0 | (\$37,500) |
| Hillman Accelerator (FY 2019 One-Time Additional Funding of \$50,000) | \$88,505 | \$38,505 | \$0 | \$0 | (\$38,505) |
| MORTAR | \$65,000 | \$65,000 | \$0 | \$0 | (\$65,000) |
| Regional Economic Development Initiative (REDI) | \$250,000 | \$250,000 | \$0 | \$0 | (\$250,000) |
| The Port (formerly Greater Cincinnati Redevelopment Authority / Port Authority)* | \$700,000 | \$700,000 | \$700,000 | \$0 | \$0 |
| Total Economic Development | \$2,019,975 | \$1,719,975 | \$700,000 | \$0 | (\$1,019,975) |
| Human Services and Violence Prevention | | | | | |
| Center for Addiction Treatment | \$77,885 | \$77,885 | \$0 | \$0 | (\$77,885) |
| Center for Closing the Health Gap (FY 2019 One-Time Funding) | \$692,000 | \$0 | \$0 | \$0 | \$0 |
| Cincinnati Works Employment Retention & Capacity Building (Hand Up Initiative) | \$250,000 | \$250,000 | \$0 | \$0 | (\$250,000) |
| City Human Services Fund (administered by United Way) | \$3,880,000 | \$3,880,000 | \$4,800,000 | \$920,000 | \$0 |
| Needle Exchange Program | \$150,000 | \$150,000 | \$0 | \$0 | (\$150,000) |
| Strategies to End Homelessness (Winter Shelter) | \$84,827 | \$84,827 | \$105,000 | \$20,173 | \$0 |
| Violence Prevention Program (administered by United Way) | \$187,500 | \$187,500 | \$0 | \$0 | (\$187,500) |
| Total Human Services | \$5,322,212 | \$4,630,212 | \$4,905,000 | \$274,788 | \$0 |
| Grand Total | \$9,263,760 | \$8,271,760 | \$6,640,000 | \$0 | (\$1,631,760) |

Note: Items marked as Approved FY 2019 Budget Update One-Time Additional Funding were included in the budget using one-time funding sources.

*The leveraged support for The Port will be reimbursed based on a contractual obligation; FY 2020 General Fund Revenues have been increased by \$700,000 to reflect this.

Operating Budget Summary

FY 2020-2021 Biennial Budget



REVENUES

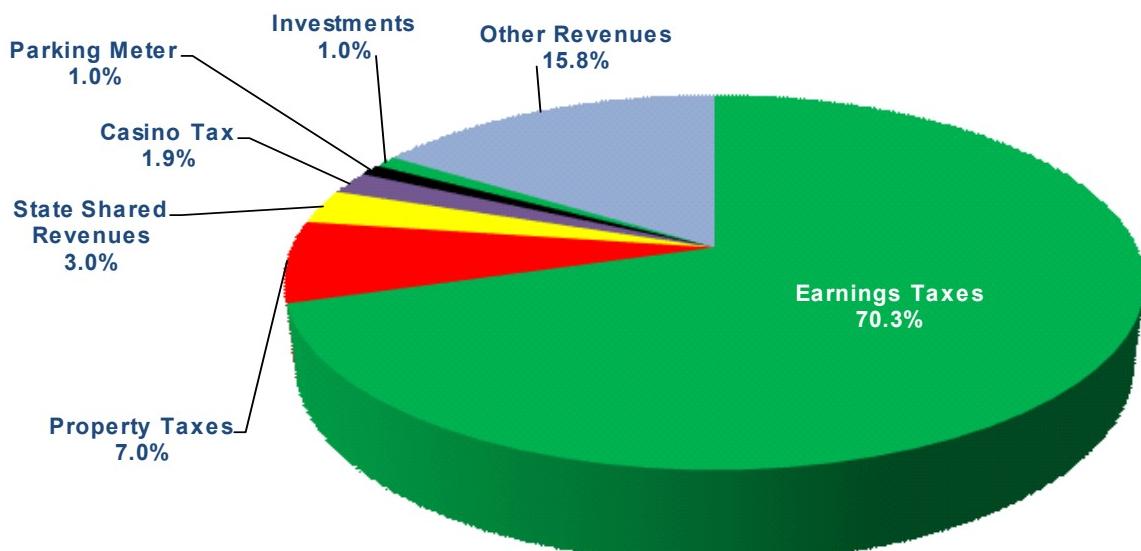
General Fund

The General Fund revenue estimate for the Recommended FY 2020 Budget in Table V totals \$412.0 million, which is a 1.8% (or \$7.3 million) increase over the Approved FY 2019 Budget Update amount of \$404.7 million.

Table V – Recommended FY 2020-2021 General Fund Revenue Estimates

| Category | Biennial Budget | | | Approved FY 2019 Update to Recommended FY 2020 | Recommended FY 2020 to Recommended FY 2021 |
|-----------------------|----------------------------|------------------------|------------------------|---|---|
| | Approved FY 2019 Update | Recommended FY 2020 | Recommended FY 2021 | | |
| | | | | | |
| Earnings Taxes | 280,700 | 289,500 | 296,308 | 3.1% | 2.4% |
| Property Taxes | 28,988 | 28,988 | 28,988 | 0.0% | 0.0% |
| State Shared Revenues | 12,000 | 12,200 | 12,200 | 1.7% | 0.0% |
| Casino Tax | 8,000 | 8,000 | 8,000 | 0.0% | 0.0% |
| Parking Meter | 5,032 | 4,032 | 4,032 | -19.9% | 0.0% |
| Investments | 3,500 | 4,200 | 4,200 | 20.0% | 0.0% |
| Other Revenues | 66,487 | 65,057 | 64,849 | -2.2% | -0.3% |
| Total | 404,707 | 411,977 | 418,577 | 1.8% | 1.6% |

Graph I – Recommended FY 2020 General Fund Operating Revenue Budget





City Earnings Tax

The University of Cincinnati Economics Center reviewed and updated the earnings tax estimate in May 2019 to reflect an average annual increase of 2.36% from fiscal years 2020 to 2024. The earnings tax revenue projection for FY 2020 is \$289.5 million which is \$8.8 million higher than the Approved FY 2019 Budget Update amount of \$280.7 million.

The General Fund receives 1.55% of the 2.1% locally levied tax applied to gross salaries, wages and other personal service compensation earned by residents of the City, and earnings of non-residents earned in the City. It also applies to net income of business organizations for business conducted in the City. The earnings tax is the largest single source of General Fund revenue and accounts for approximately 70.3% of those revenues in FY 2020.

Property Tax

Property taxes are levied on real property, which consists of residential, commercial, and industrial property. The City Charter authorizes a property tax levy of up to 6.1 mills for General Fund operating purposes. In recent years, City Council approved the rollback of property taxes for the operating budget. Based on property value estimates from the Hamilton County Auditor, the CY 2019 millage was set at 5.16 mills. The calendar year (CY) 2020 property tax millage for operating purposes has not yet been set. However, the mills will be set to yield \$29.0 million, including rollback, in property tax revenue, which is the same amount as compared to the Approved FY 2019 Budget Update. Property tax is the second largest revenue source at approximately 7.0% of the Recommended FY 2020 General Fund estimated revenue.

State Shared Revenues

State Shared Revenues are the third largest single source of General Fund revenue accounting for approximately 3.0% of General Fund revenues for FY 2020. There is one major source of these revenues: the Local Government Fund.

The Local Government Fund revenues consist of portions of the State income, sales and use, public utilities, and corporate franchise taxes allocated to a fund for distribution to local governments. For FY 2020, the total allocated to the City is approximately \$12.2 million, which has been reduced significantly since the State imposed cuts in 2011 as shown in the following chart:

Table VI – State Reductions from 2011 to 2018 on a Calendar Year Basis

| | Base Year | | | | | | | |
|---------------------------------|---------------|---------------|---------------|---------------|----------------|----------------|----------------|---------------|
| | CY 2011 | CY 2012 | CY 2013 | CY 2014 | CY 2015 | CY 2016 | CY 2017 | CY 2018 |
| Local Government Fund | \$ 21,533,062 | \$ 14,735,401 | \$ 11,171,423 | \$ 10,922,828 | \$ 11,945,974 | \$ 11,670,956 | \$ 11,793,767 | \$ 11,877,839 |
| Local Government Fund - State | \$ 4,021,586 | \$ 2,797,064 | \$ 2,279,603 | \$ 2,251,989 | \$ 1,769,630 | \$ 810,004 | \$ 301,591 | \$ - |
| Estate Tax | \$ 15,174,153 | \$ 15,163,444 | \$ 10,655,794 | \$ 1,362,973 | \$ 825,483 | \$ - | \$ - | \$ 947 |
| Total | \$ 40,728,801 | \$ 32,695,909 | \$ 24,106,820 | \$ 14,537,790 | \$ 14,541,086 | \$ 12,480,960 | \$ 12,095,358 | \$ 11,878,786 |
| Reduction from Base Year | \$ 8,032,893 | \$ 16,621,982 | \$ 26,191,011 | \$ 26,187,715 | \$ 28,247,841 | \$ 28,633,443 | \$ 28,850,015 | |
| Percentage Cut from CY2011 | 19.7% | 40.8% | 64.3% | 64.3% | 69.4% | 70.3% | 70.8% | |
| Cumulative Amount of Reductions | \$ 8,032,893 | \$ 24,654,874 | \$ 50,845,886 | \$ 77,033,601 | \$ 105,281,442 | \$ 133,914,885 | \$ 162,764,900 | |

* CY 2012 Estate Tax has been reduced by \$6.2 million due to County error in distribution, which was not identified until 2015, and paid back by the City over three years.



Casino Tax

In FY 2020, it is estimated that the Casino Tax will generate \$8.0 million. The Casino Tax accounts for 1.9% of the General Fund revenue in FY 2020 representing the fourth largest single source.

Investments

Investment earnings on short-term interim funds, which account for 1.0% of the General Fund revenue for FY 2020, are expected to increase by \$700,000 when compared to the Approved FY 2019 Budget Update.

Parking Meter

Parking Meter revenue in the General Fund totals \$4.0 million, or 1.0% of the General Fund revenue. During FY 2019, adding additional meters in Over-the-Rhine based on a parking recommendations report, charging for valet and meter bagging/closures, adding additional hours of meter operations both in the morning and evening, implementing dynamic pricing, and implementing meter rate increases throughout the entire on-street parking system were implemented. The reduction reflects a net revenue decrease. The net parking meter revenue transfer to the General Fund will be reduced by \$1.0 million in FY 2020 and FY 2021 in order to support the reactivation of the Parking Meter Fund. The reduction in transfers to the General Fund will facilitate the split of on-street and off-street parking functions from the Parking System Facilities Fund. Significant expenditure savings are anticipated in FY 2020 due to the renegotiation of the Conduent operational support contract. Additional savings are expected in FY 2021 due to the renegotiation of the parking citation payment collection and adjudication contract with Hamilton County. The new agreement could transfer these citation-related functions to the City. The Parking Meter Fund will be closely monitored in FY 2020 and FY 2021. If significant expenditure savings are not achieved, a mid-year budget adjustment will be necessary. Once the exact nature of the expenditure savings is known, the reduction in the General Fund transfer can be eliminated and the Parking Meter Fund revenue can be reduced.

Other Revenues

These various revenues included in the Other Revenue category comprise 15.8% of the General Fund revenues in the Recommended FY 2020 Budget. When compared to the Approved FY 2019 Budget Update, the revenues have decreased \$1.4 million, or 2.2%. Other General Fund revenues and their variances are highlighted in the following chart:



Table VII – FY 2020 General Fund Other Revenues

| | FY 2019 | | FY 2020 | |
|--|---------------------|---------------------|---------------------|------------|
| | Approved | Recommended | Budget | Difference |
| | Budget Update | | | |
| Buildings & Inspections Fees and Permits | \$ 16,980,480 | \$ 15,609,320 | \$ (1,371,160) | |
| Public Safety | 11,637,000 | 11,939,000 | 302,000 | |
| Fines, Forfeits and Penalties | 7,400,000 | 6,690,000 | (710,000) | |
| Charges for Services | 8,825,000 | 9,979,500 | 1,154,500 | |
| License & Permits | 10,714,620 | 10,397,715 | (316,905) | |
| Admission Taxes | 5,680,000 | 6,007,600 | 327,600 | |
| Miscellaneous | 3,516,080 | 2,586,556 | (929,524) | |
| Public Services | 924,000 | 879,000 | (45,000) | |
| Public Health | 615,000 | 0 | (615,000) | |
| Rent & Investments | 185,000 | 235,000 | 50,000 | |
| Revenue from Other Agencies | 0 | 723,500 | 723,500 | |
| Revenue from Private Sources | 10,000 | 10,000 | - | |
| Total Other Revenues | \$66,487,180 | \$65,057,191 | -\$1,429,989 | |

Buildings & Inspections Fees and Permits

The Recommended FY 2020 Budget revenue for Buildings & Inspections includes increased permit fees based on the consumer price index (CPI). Despite this increase, because of overstated revenue estimates in FY 2019, a decrease in revenues by \$1.4 million is projected in FY 2020. The permit fee increase is 2.45%.

Public Safety

This revenue category includes various revenues from the Police and Fire departments including: emergency transport services, alarm registration fees, impounded vehicle fees, police detail charges, fire inspection fees, false alarm fees, and police auction proceeds. The projected increase in this revenue category is attributable to an increase in revenue received for off-duty details worked in a prior year, alarm registrations fees and the storage of impounded vehicles. The Police Department is expected to generate \$25,000 in new revenue from charging external agencies for use of the Police Academy as a training facility beginning in FY 2020. The Recommended FY 2020 Budget reflects a 2.6% increase in public safety revenues when compared to the Approved FY 2019 Budget Update.

Fines, Forfeits and Penalties

When compared to the Approved FY 2019 Budget Update, this revenue category is projected to decrease by 10.8% in FY 2020. This category includes parking, civil, and lot abatement fines as well as moving violation charges. Parking fines are projected to decrease in FY 2020 by \$500,000. Civil fines are projected to decrease by \$300,000 in FY 2020. Both of these reductions are based on current FY 2019 revenue trends in these categories.



Charges for Services

This category includes overhead charges from restricted and enterprise funds. The Recommended FY 2020 Budget is 11.2% higher than the Approved FY 2019 Budget Update primarily due to a \$1,000,000 increase in overhead charges.

License and Permits

This revenue category includes fees charged for a variety of professional and occupational licenses. Some of the major revenue sources in this category include street privilege permits for gas, electric, and cable television, gas and electric aggregation permits, commercial solid waste permits, a variety of transportation related licenses (including chauffeurs, valets, taxicabs, pedicabs, and other livery vehicles), a variety of miscellaneous business licenses (including parking garages and lots, pawnbrokers, second hand dealers, peddlers, scrap processors, massage establishments and practitioners, and ticket sellers), and special events permit fees. The Outdoor Sign Excise Tax included in the Approved FY 2019 Budget Update was never implemented which reduces this category of revenue by \$709,000. This decrease is partially offset by license and permits increases included in the Recommended budget, primarily due to an increase in beer and liquor permits and a full year of revenue from the Commercial Waste Hauler fee implemented in FY 2019. Overall, this revenue category decreases by 3.0% in FY 2020.

Miscellaneous

This revenue category includes projected refunds of prior year expenditures, tax abatement application fees, interest from other sources, and other miscellaneous revenues not otherwise classified. The miscellaneous revenues are projected to decrease by 19.2% in the Recommended FY 2020 Budget, primarily due to a reduction in Miscellaneous revenue not otherwise classified which is partially offset by an increase in vendor registration fees.

Public Health

Fees from the Department of Health for vital records (birth and death certificates) have decreased by \$615,000 in the General Fund FY 2020. These fees will now be deposited in the newly created Cincinnati Health District Fund beginning in FY 2020.

Public Services

Fees from the Department of Public Services, as well as recycling incentive fees and revenues from the Rumpke recycling contract, are included in this category. The projected 4.9% decline over FY 2019 is attributed to a \$55,000 reduction in recycling incentive fees based on a review of current FY 2019 revenue.

Revenue from Other Agencies

This revenue category accounts for revenue from other government entities. For FY 2020 and FY 2021, \$700,000 will be received from The Port (formerly the Greater Cincinnati Redevelopment Authority) based on a contractual obligation. This amount will offset the \$700,000 in leveraged support budgeted for The Port in both FY 2020 and FY 2021.

Exploration of Alternative Revenue Sources Opportunities

The City of Cincinnati began exploring opportunities for alternate revenue streams in FY 2019. One potential opportunity is the establishment of a commercial advertising/sponsorship policy and program which will permit certain advertising on designated City assets such as City-owned fleet, exterior structures, and/or street furniture. By leveraging City assets as a mechanism for businesses to advertise in underutilized available public space, equipment, and fleet items, the City hopes to identify an untapped revenue source for future operating and capital needs.



Other potential revenue options could include the following:

| Strategy | Additional Revenue Amount | Action Required |
|---|--|------------------|
| Increase Income Tax Rate | \$18.0 million per 0.1% increase | Voter Approval |
| Increase Admissions Tax | \$1.8 million per 1.0% increase | Voter Approval |
| Increase Operating Property Tax | \$5.3 million (CY) for maximum 6.1 mills | Council Approval |
| Eliminate Income Tax Credit (Residents) | \$6.0 million | Council Approval |

Restricted Funds Revenues

The Principal Restricted Funds' revenue available to support the Recommended FY 2020 Operating Budget totals \$756.1 million, which is a \$30.5 million, or 4.2%, increase in revenues as compared to the Approved FY 2019 Budget Update.

Table VIII - Principal Restricted Funds' Revenues

| Principal Restricted Funds | Approved FY | | | | |
|--|-----------------------|-------------------------------|----------------------|--|--|
| | 2019 Budget Update | Recommended FY 2020 Budget | Difference | | |
| 9-1-1 Cell Phone Fees | \$ 1,340,000 | \$ 1,300,000 | \$ (40,000) | | |
| Bond Hill Roselawn Stabilization & Revitalization Operations | - | - | \$ - | | |
| Bond Retirement | 109,290,470 | 115,830,550 | 6,540,080 | | |
| Cincinnati Area Geographic Information System (CAGIS) | 4,440,000 | 4,491,030 | 51,030 | | |
| Cincinnati Health District | 0 | 615,000 | 615,000 | | |
| Cincinnati Riverfront Park | 795,000 | 1,143,000 | 348,000 | | |
| Community Health Center Activities | 22,892,440 | 23,174,000 | 281,560 | | |
| Convention Center | 8,714,470 | 9,027,970 | 313,500 | | |
| County Law Enforcement Applied Regionally (CLEAR) | 5,137,530 | 5,188,280 | 50,750 | | |
| General Aviation | 2,050,000 | 2,090,500 | 40,500 | | |
| Hazard Abatement | 659,310 | 915,000 | 255,690 | | |
| Income Tax-Infrastructure | 18,110,000 | 18,677,420 | 567,420 | | |
| Income Tax-Transit | 54,454,030 | 56,157,260 | 1,703,230 | | |
| Metropolitan Sewer District | 278,490,000 | 279,583,170 | 1,093,170 | | |
| Municipal Golf | 5,900,000 | 5,900,000 | 0 | | |
| Municipal Motor Vehicle License Tax | 2,600,000 | 3,800,000 | 1,200,000 | | |
| Parking Meter | 0 | 4,520,000 | 4,520,000 | | |
| Parking System Facilities | 10,924,500 | 7,901,500 | (3,023,000) | | |
| Recreation Special Activities | 4,900,000 | 4,900,000 | 0 | | |
| Safe and Clean | 50,000 | 50,000 | 0 | | |
| Sawyer Point | 1,057,500 | 867,500 | (190,000) | | |
| Storm water Management | 20,143,400 | 23,596,100 | 3,452,700 | | |
| Street Construction Maintenance & Repair | 10,066,340 | 15,420,490 | 5,354,150 | | |
| Water Works | 163,632,000 | 171,000,000 | 7,368,000 | | |
| Total Principal Restricted Funds | \$ 725,646,990 | \$ 756,148,770 | \$ 30,501,780 | | |

Operating Budget Summary

FY 2020-2021 Biennial Budget



The following Principal Restricted Fund revenue changes in the Recommended FY 2020 Budget are highlighted below because the change is +/- \$1.0 million when compared to the Approved FY 2019 Budget Update.

Bond Retirement

The revenue projection for the Bond Retirement Fund is \$6.5 million higher than the Approved FY 2019 Budget Update. An increase in Property Tax revenue accounts for the vast majority of this increase.

Income Tax-Transit

This fund accumulates the proceeds of the 0.3% income tax established for transit needs. With the revised income tax projection for the City, this fund is projected to see a revenue increase in FY 2020 of \$1.7 million.

Metropolitan Sewer District

The Metropolitan Sewer District Fund is projecting a \$1.1 million increase in CY 2020 as compared to CY 2019 due primarily to an increase in charges for services. The Metropolitan Sewer District's annual budget is approved by the Hamilton County Board of County Commissioners in December of each year. The County budget (including MSD) is on a calendar year basis, which runs from January 1st through December 31st. Therefore, revenue projections for MSD will be updated closer to the start of their CY 2020 budget development process.

Municipal Motor Vehicle License Tax

A \$5.00 per license increase, as approved by the State of Ohio, is proposed for FY 2020. This increase is expected to generate an additional \$1.2 million. These funds will enable the City to dedicate additional expenditures to the repair, upkeep, and improvement of the City's right-of-way. This increase must be approved by the City Council.

Parking Meter

This fund is being reactivated in order to functionally separate off-street parking (garages, lots, etc.) and on-street parking (parking meters, etc.). The budget for off-street parking enterprises will remain in the Parking System Facilities Fund. The budget for on-street parking enterprises has been shifted to the Parking Meter Fund which accounts for the \$4.5 million increase.

Parking System Facilities

In order to functionally separate off-street parking (garages, lots, etc.) and on-street parking (parking meters, etc.), a portion of this fund will now be budgeted in the re-activated Parking Meter Fund. The budget for off-street parking enterprises will remain in the Parking System Facilities Fund. The budget for on-street parking enterprises has been shifted to the Parking Meter Fund which accounts for the \$3.0 million decrease.

Stormwater Management

The revenue forecast for the Stormwater Management Fund is \$3.5 million higher in the Recommended FY 2020 Budget as compared to the Approved FY 2019 Budget Update. A mid-year revenue adjustment was applied to this fund that reduced the revenue estimate by \$2.0 million. This adjustment was a correction



applied based on current revenue trends in FY 2019. The Recommended FY 2020 Budget includes an additional 20.0% rate increase effective July 1, 2019 which is in addition to the already approved rate increases for January 1, 2020 and January 1, 2021. This new rate increase is needed in order to shift \$860,000 in eligible General Fund non-personnel expenditures in Public Services for litter pickup. It will also cover expenditures of \$400,000 for additional litter pickup crews, and \$1.1 million of Stormwater Management Utility (SMU) capital eligible expenditures paid out of its operating fund instead of the General Capital Budget.

Street Construction Maintenance & Repair

In April 2019, the State of Ohio passed legislation that applied a 10.5 cents per gallon increase on motor fuel and a 19 cents per gallon increase on diesel fuel as part of changes to the state's gasoline tax. The City estimates that this tax increase will generate an additional \$5.4 million in FY 2020. This increase will enable the City to enhance its maintenance and repair of the City's street system.

Water Works

The revenue forecast for the Water Works Fund is \$7.4 million higher in the Recommended FY 2020 Budget than in the Approved FY 2019 Budget Update. This 4.5% increase is attributed to an increase in charges for services. Ordinance No. 0316-2016 implemented a 3.75% rate increase in each year from 2017 to 2021 that went into effect on January 1, 2017.

Balancing the Recommended FY 2020 Budget

General Fund

The Approved FY 2019 General Fund Budget Update totaled \$406.7 million. In January 2019, the City submitted a Tentative Tax Budget (TTB), which forecasted a FY 2020 General Fund Continuation Budget (a budget to provide the same level of services in FY 2020 as in FY 2019, which includes anticipated assumptions for wages and wage-based benefit increases) of \$425.0 million in expenses and \$406.1 million in revenues, which resulted in a structural deficit of \$18.9 million.

Additional changes occurred in the budget to decrease the deficit to \$14.0 million.

+\$8.0 million: Revision of City Income Tax Revenue

In May 2019, the University of Cincinnati's Economics Center revised projections for City Income Tax for fiscal years 2019 to 2023. The updated forecast was based on current FY 2019 collections and included an average annual increase of 2.36% resulting in an increase of \$8.0 million to the income tax revenue projection.

-\$2.2 million: Revenue and Sources Adjustments

A net decrease of \$2.2 million was included due to revenue collection trends. Specifically, an increase in miscellaneous revenue related to The Port (Greater Cincinnati Redevelopment Authority) contract in the amount of \$700,000, an increase in commercial hauler fees due to charging temporary dumpster hauling in the amount of \$234,000, and various increases totaling \$822,000 have been included due to current year trends. Decreases include a revision of permit fees in the amount of \$1.9 million due to overstated revenue estimates in FY 2019, decreased parking fines in the amount of \$500,000 due to current collection trends and a reduction of \$615,000 related to Health Department revenue that will now be deposited in the newly established Cincinnati Health District Fund. A decrease in parking meter revenue of \$1.0 million in the General



Fund is included due to less net income generated from the parking meter operation. \$1.0 million will be deposited in the Parking Meter Fund primarily due to an increase in contractual services including credit card fees. These additional revenue adjustments are part of the calculation of a continuation budget.

+\$0.9 million: Additional Expenditure Adjustments After the TTB

A net increase of \$0.9 million was included due to increases in Fleet Services charges and adjustments to Police and Fire position vacancy savings based on current attrition through April 2019.

Balancing the Deficit of \$14.0 Million

To balance the deficit, revenue increases, and expenditure reductions are included in the Recommended FY 2020 Budget. Revenue increases total \$0.2 million and include:

+\$0.2 million: Admissions Tax Exemption Elimination

FY 2020 includes an increase in admissions tax due to eliminating the exemption on the first \$1.05 of any admission.

Expenditure decreases total \$16.1 million and include:

-\$4.2 million: Position Eliminations

A total of 67.25 General Fund positions have been eliminated in the Recommended FY 2020-2021 Biennial Budget. This includes 9 filled positions and 58.25 vacant positions. The Recommended Budget includes no layoffs; incumbents in the positions to be eliminated will be transferred to other positions within the City. The Department of Human Resources will notify each affected employee. These eliminated positions are administrative in nature and do not directly impact the delivery of core services; however, the staffing changes will likely reduce the City's capacity to research and respond to certain administrative matters as quickly and efficiently as desired.

-\$3.6 million: Transfer of Expenditures to Other Eligible Funds

This reduction bills back other city funds for direct expenditures related to that fund. Examples include Enterprise Technology Solutions (ETS) staff billing time worked on capital projects and to information technology (IT) related restricted funds, City Planning staff using in-house staff for neighborhood plans related to capital projects instead of consultants, and the Law Department billing time to the Property Management Fund. The Parks Department and the Department of Recreation will use special revenue funds to pay direct expenditures related to the funds' purposes.

-\$1.6 million: Reduction of Leveraged Support Funding

To address the budget deficit, City departments' budgets were reduced. Similarly, budgets to provide leveraged support were also reduced. The budget includes an elimination of many of the programs funded in FY 2019. While this is an unpopular reduction, it is necessary to maintain current service levels and minimize layoffs. The net impact is a \$1.6 million savings (see Table IV - Leveraged Support). However, the Human Services Funding administered by the United Way was increased by \$800,000 based on the ordinance that was approved by the City Council setting the Human Services Funding policy at 1.2% of General Fund Revenues for FY 2020.



-\$1.5 million: Increased Reimbursements and Transfers Out

The Law Department has increased its reimbursement rate on collections by 10% resulting in a reimbursement increase to staff in the amount of \$245,000. The Health Department transfer out decreased by \$615,000 due to General Fund revenue also being reduced. There is no net savings or need overall. The Fire Department increased reimbursements by \$205,000 due to the timing of the Staffing for Adequate Fire & Emergency Response (SAFER) Grant drawdowns.

-\$1.5 million: Miscellaneous Non-Personnel Reductions

The reduction of miscellaneous non-personnel items and adjustments to costs within numerous departments will result in savings of \$1.5 million in FY 2020. Examples of some of the non-personnel items reduced include rolling back the 1% inflation increase in the amount of \$540,000, freezing tuition reimbursement funded by the General Fund, paramedic training being delayed until FY 2021, and other targeted non-personnel reductions recommended by departments.

-\$1.4 million: Vacant Position Savings

Holding miscellaneous positions vacant across multiple departments for all or part of FY 2020 will result in savings of \$1.4 million. Many positions that were frozen in FY 2019 have been eliminated as part of the Recommended FY 2020-2021 Biennial Budget.

-\$0.9 million: Litter Pickup Expenditures and Mitigation Shifted to the Stormwater Management Fund

Stormwater fees are used to mitigate storm water, which includes diverted litter, trash and debris from the City's storm drains. FY 2020 includes an additional \$2.3 million shifted for allowable expenditures. For the General Fund operating budget, related expenditures total \$860,000 and relate to non-personnel expenditures in Public Services for litter pickup funded from the Stormwater Management Fund. This increase in the Stormwater Management Fund also funds \$1.1 million of Stormwater Management Utility (SMU) capital eligible expenditures paid out of its operating fund instead of the General Capital Budget. These changes result in an additional 20.0% rate or \$1.15 per month increase effective July 1, 2019 which is in addition to the already approved rate increases for January 1, 2020 and January 1, 2021.

-\$0.8 million: Overtime Reductions in Police and Fire

The Fire Department reviewed and identified \$392,000 in overtime savings due to not needing a paramedic class during FY 2020. Also, Police is maintaining its overtime budget to the FY 2019 amount resulting in a decrease of \$400,000.

-\$0.6 million: Healthcare Savings

Current projections for healthcare will allow the employer/employee rates to remain unchanged between CY 2019 and CY 2020 resulting in a projected savings of \$300,000. Also, employee premium caps are expected to increase as part of ongoing labor negotiations resulting in additional savings of \$300,000.

-\$0.2 million: Budget Target Savings

Due to table of organization changes and departments that submitted budgets under the base budget targets, department budgets are now projected at \$0.2 million below the TTB estimates originally forecasted.



Departments reviewed current expenditure trends as part of their FY 2020 budget reduction exercise which generated savings.

Expenditure increases total \$2.3 million and include:

+\$0.9 million: Software Licenses and Network Backup Services

Additional software was purchased and implemented at ECC and the Department of Buildings and Inspections which results in additional annual software maintenance fees. Also, per an audit finding, the City's network is now backed up in Columbus, Ohio to improve our disaster recovery system resulting in an additional annual cost of \$386,000.

+\$0.9 million: Department Budget Exceptions

Budget exceptions were approved based on needed adjustments that occurred during FY 2019 that were not reflected in departments' base budgets. This includes non-personnel increases for disposal fees in Public Services, flood insurance as required by the Federal Emergency Management Agency (FEMA), Emergency Operations Center (EOC) improvements, improving the interview rooms at Police districts, new software to track and retain text messaging on city issued cell phones, and various minor non-personnel adjustments in various departments.

+\$0.5 million: Additional Positions Added to FY 2020 Budget

The budget includes additional funding for 4.0 FTE. An Accountant position is approved for the implementation of the short-term rentals excise tax program along with increased admissions tax collections. The Emergency Communications Center (ECC) is adding a Deputy Director. The Department of Human Resources is adding a Human Resources Analyst dedicated to the ECC to continue their staffing plan implementation. The Department of Human Resources is also adding a Heavy Equipment Operator Trainer to improve the training for the Commercial Drivers' License (CDL) program in the Department of Public Services.



Table IX - General Fund FY 2019 Approved Budget Update
and FY 2020 Recommended Budget Comparison

| (\$ in Millions) | FY 2019 Approved Budget Update | FY 2020 Recommended Budget | Increase / (Decrease) | %Change FY 2019 Approved Update to FY 2020 Recommended |
|--|--------------------------------------|----------------------------------|--------------------------|--|
| | | | | |
| Expenditures | | | | |
| Public Safety Total | \$275.8 | \$284.8 | \$9.0 | 3.3% |
| Non-Public Safety Total ⁽¹⁾ | \$115.6 | \$93.7 | (\$21.9) | -18.9% |
| Total Departmental Budgets | \$391.4 | \$378.5 | (\$12.9) | -3.3% |
| Non-Departmental Total | \$12.3 | \$14.4 | \$2.1 | 17.1% |
| Transfers Out | \$2.6 | \$19.2 | \$16.6 | 632.8% |
| Total General Fund Expenditures | \$406.3 | \$412.1 | \$5.8 | 1.4% |

⁽¹⁾ The Recommended FY 2020 Non-Public Safety Total amount does not include \$16.6 million in Health Department funding that is now budgeted as a transfer out to the Cincinnati Health District Fund.

Public safety departments comprised a total of \$275.8 million and non-public safety departments comprised a total of \$115.6 million of the Approved FY 2019 General Fund Operating Budget Update total of \$406.3 million. In contrast, the Recommended FY 2020 General Fund Operating Budget totals \$412.1 million and includes \$284.8 million for public safety departments and \$93.7 million for non-public safety departments. The non-public safety departments total no longer includes funding for the Health Department which is now reflected as a transfer out of \$16.6 million from the General Fund to the newly established Cincinnati Health District Fund. The public safety departments reflect budget increases as compared to the Approved FY 2019 Budget Update of \$9.0 million or 3.3%. The non-public safety departments reflect budget decreases of \$21.9 million or -18.9% as compared to the Approved FY 2019 Budget Update.

Table X provides a comparison of each department's General Fund Approved FY 2019 Budget Update to the Recommended FY 2020 Budget.

Operating Budget Summary

FY 2020-2021 Biennial Budget



Table X - General Fund Budget Comparison by Department

| | Approved FY 2019 Budget Update | Recommended FY 2020 Budget | % Change Approved FY 2019 Budget Update to Recommended FY 2020 Budget |
|------------------------------------|-----------------------------------|-------------------------------|--|
| Police | \$ 146,601,670 | \$ 151,882,990 | 3.6% |
| Fire | \$ 117,481,450 | \$ 119,554,590 | 1.8% |
| Public Safety Sub-Total | \$ 264,083,120 | \$ 271,437,580 | 2.8% |
| City Manager's Office | \$ 19,391,530 | \$ 19,830,400 | 2.3% |
| Recreation | \$ 16,167,970 | \$ 15,805,280 | -2.2% |
| Public Services | \$ 15,222,720 | \$ 14,368,430 | -5.6% |
| Buildings & Inspections | \$ 10,369,080 | \$ 9,573,350 | -7.7% |
| Parks | \$ 8,884,330 | \$ 9,213,250 | 3.7% |
| Law | \$ 7,518,710 | \$ 7,369,660 | -2.0% |
| Finance | \$ 7,164,740 | \$ 7,318,670 | 2.1% |
| Community & Economic Development | \$ 8,317,720 | \$ 7,181,450 | -13.7% |
| Enterprise Technology Solutions | \$ 6,426,560 | \$ 6,284,250 | -2.2% |
| Transportation & Engineering | \$ 3,053,440 | \$ 2,401,820 | -21.3% |
| City Council | \$ 2,121,330 | \$ 2,136,370 | 0.7% |
| Human Resources | \$ 1,778,180 | \$ 2,096,720 | 17.9% |
| Office of the Mayor | \$ 838,420 | \$ 883,370 | 5.4% |
| Economic Inclusion | \$ 969,890 | \$ 826,330 | -14.8% |
| Citizen Complaint Authority | \$ 670,510 | \$ 691,630 | 3.1% |
| Clerk of Council | \$ 661,770 | \$ 628,430 | -5.0% |
| City Planning | \$ 648,460 | \$ 521,680 | -19.6% |
| Health ⁽¹⁾ | \$ 17,054,430 | \$ - | -100.0% |
| Non-Public Safety Sub-Total | \$ 127,259,790 | \$ 107,131,090 | -15.8% |
| Total Departmental Budgets | \$ 391,342,910 | \$ 378,568,670 | -3.3% |
| Non-Departmental | \$ 12,346,690 | \$ 14,361,840 | 16.3% |
| Transfers Out | \$ 2,618,560 | \$ 19,167,272 | 632.0% |
| Total General Fund Budget | \$ 406,308,160 | \$ 412,097,782 | 1.4% |

⁽¹⁾ The Recommended FY 2020 General Fund Budget includes a transfer out of \$16,558,040 to the Cincinnati Health District Fund to fund the Cincinnati Health Department.

Summary:

To address the budget deficit and arrive at a structurally balanced General Fund Budget, a combination of increasing revenues and decreasing expenditures, without negatively impacting the City's service delivery.



Restricted Funds Expenditures

The Recommended FY 2020 Restricted Funds Operating Expenditure Budget increased \$54.7 million, or 7.9% from the Approved FY 2019 Budget Update. This is primarily due to expenditure increases in the Bond Retirement Fund, the Income Tax-Transit Fund, the Metropolitan Sewer District Fund, the Municipal Motor Vehicle License Fund, the Recreation Special Activities Fund, the Stormwater Management Fund, the Street Construction Maintenance & Repair Fund, and the Water Works Fund. Two new Principal Restricted Funds are included in the Recommended FY 2020 Budget. The Parking Meter Fund is being re-activated to allow for a split of on-street and off-street parking functions from the Parking System Facilities Fund. Off-street parking enterprises will remain in the Parking System Facilities Fund. The Cincinnati Health District Fund has been created for FY 2020. All General Fund expenditures for the Health Department have been transferred to this new fund.

Table XI - Restricted Funds' Operating Expenditure Budgets

| | Approved FY 2019 Budget Update | Recommended FY 2020 Budget | Difference | % Change Approved FY 2019 Budget Update to Recommended FY 2020 Budget |
|--|--------------------------------------|----------------------------------|---------------------|--|
| Principal Restricted Funds | | | | |
| 9-1-1 Cell Phone Fees | \$1,790,110 | \$1,347,090 | (\$443,020) | -24.7% |
| Bond Hill Roselawn Stabilization & Revitalization Operations | 200,000 | 200,000 | - | 0.0% |
| Bond Retirement | 125,171,620 | 129,220,550 | 4,048,930 | 3.2% |
| Cincinnati Area Geographic Information System (CAGIS) | 4,724,530 | 4,700,780 | (23,750) | -0.5% |
| Cincinnati Health District | - | 17,173,040 | 17,173,040 | |
| Cincinnati Riverfront Park | 929,180 | 1,010,960 | 81,780 | 8.8% |
| Community Health Center Activities | 24,505,320 | 24,579,400 | 74,080 | 0.3% |
| Convention Center | 9,574,940 | 9,637,150 | 62,210 | 0.6% |
| County Law Enforcement Applied Regionally (CLEAR) | 5,306,070 | 5,354,140 | 48,070 | 0.9% |
| General Aviation | 2,055,830 | 2,180,240 | 124,410 | 6.1% |
| Hazard Abatement | 1,038,260 | 1,033,610 | (4,650) | -0.4% |
| Income Tax-Infrastructure | 20,509,450 | 20,382,110 | (127,340) | -0.6% |
| Income Tax-Transit | 53,668,740 | 55,989,340 | 2,320,600 | 4.3% |
| Metropolitan Sewer District | 219,899,110 | 229,474,960 | 9,575,850 | 4.4% |
| Municipal Golf | 6,139,800 | 5,560,760 | (579,040) | -9.4% |
| Municipal Motor Vehicle License Tax | 3,053,650 | 4,321,810 | 1,268,160 | 41.5% |
| Parking Meter | - | 4,493,440 | 4,493,440 | |
| Parking System Facilities | 11,970,820 | 7,451,370 | (4,519,450) | -37.8% |
| Recreation Special Activities | 5,050,420 | 6,213,490 | 1,163,070 | 23.0% |
| Safe and Clean | 50,000 | 50,500 | 500 | 1.0% |
| Sawyer Point | 1,735,070 | 1,576,640 | (158,430) | -9.1% |
| Stormwater Management | 19,731,920 | 23,787,110 | 4,055,190 | 20.6% |
| Street Construction Maintenance & Repair | 11,912,340 | 15,843,240 | 3,930,900 | 33.0% |
| Water Works | 139,313,660 | 149,413,970 | 10,100,310 | 7.3% |
| Subtotal Principal Restricted Funds | \$668,330,840 | \$720,995,700 | \$52,664,860 | 7.9% |
| Other Restricted Funds | 23,122,260 | 25,107,510 | 1,985,250 | 8.6% |
| Restricted Fund Grand Total | \$691,453,100 | \$746,103,210 | \$54,650,110 | 7.9% |

*The Approved FY 2019 Budget Update amount for the Metropolitan Sewer District Fund has been updated to reflect the CY 2019 budget as approved by the Hamilton County Board of County Commissioners.



Bond Retirement

Expenditures for the Bond Retirement Fund vary annually depending on the amount of principal and interest to be paid and refunds. The Recommended FY 2020 Budget includes a \$4.0 million increase related to increased debt service payments in FY 2020. As in FY 2019, the debt service previously paid from the General Fund and other Special Revenue funds will be booked as "Transfers Out" to the Bond Retirement Fund and as debt service expense in the Bond Retirement Fund.

Income Tax-Transit

This fund accumulates the proceeds of the 0.3% of the Income Tax established for City transit needs and transportation-related functions. The City contracts with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system. The Recommended FY 2020 Budget includes a \$2.3 million increase in contractual services.

Metropolitan Sewer District

The Metropolitan Sewer District's (MSD) budget information contained in this budget document is for informational purposes only. The MSD's annual budget is approved by the Hamilton County Board of County Commissioners. MSD's budget is based on a calendar year (January 1 through December 31) and not the City's fiscal year (July 1 through June 30). The \$9.6 million increase in the MSD's expenditure budget is primarily due to an increase in personnel costs due to wage increases and employee benefits increases for CY 2020 and inflationary increases in non-personnel, which is partially offset by a reduction in debt service expense.

Municipal Motor Vehicle License Tax Fund

The Municipal Motor Vehicle License Tax Fund's expenditures are increasing by \$1.3 million primarily due to a shift of additional expenditures that meet the purpose of the fund including expenses for winter operations and an increase in sundry contractual services for emergency contingencies. Additional fee revenues will be generated in FY 2020 to cover the additional expenses. A \$5.00 per license increase, as approved by the State of Ohio, is proposed for FY 2020.

Recreation Special Activities Fund

The Recreation Special Activities Fund's expenditures are increasing by \$1.2 million in FY 2020. This increase is related to the shifting of eligible General Fund expenditures to this fund for multiple recreation center operations and the therapeutics program.

Stormwater Management Fund

The Stormwater Management Fund's expenditures are increasing by \$4.1 million. Of that amount, \$860,000 is due to a shift of additional expenditures that meet the purpose of the fund including expenses to divert litter, trash, and debris from the City's storm drains. Other expenditure drivers include a full year of expenses for litter pickup crews that started during FY 2019, an additional \$400,000 for more litter pickup crews, and \$1.1 million in capital eligible expenditures paid out of the operating budget instead of the General Capital Budget. An additional rate increase will be required to sustain these additional expenditures.



Street Construction Maintenance & Repair

The Street Construction Maintenance & Repair Fund's expenditures are increasing by \$3.9 million. A portion of this increase (\$440,000) is due to the shift of eligible expenditures from the General Fund for right-of-way cleaning, graffiti abatement, code enforcement, and dead animal removal. Also shifted to this fund are \$875,000 in traffic signal operational and maintenance costs from the Department of Public Services and the Department of Transportation and Engineering. Additional expenditures from this fund for FY 2020 include enhancements that would provide the Department of Public Services with additional resources to fund hard surface roadway maintenance (curbs), structural roadway maintenance (guardrails and attenuators), and pavement repairs.

Water Works

The \$10.1 million increase in the Water Works Fund is primarily due to an increase in personnel costs due to wage increases and employee benefits increases as well as increased non-personnel expenses for operations and maintenance.

Operating Budget Summary

FY 2020-2021 Biennial Budget



RECOMMENDED FY 2021

FY 2021 is the second year of the biennial budget and will be updated in the spring of 2020. In developing the Recommended FY 2021 Budget, expenditures are projected to outpace revenues. To structurally balance the Recommended FY 2021 General Fund Operating Budget, a 1.7% across-the-board reduction was applied to all departments as shown in the table below. When the Recommended FY 2021 Budget is updated, the budget gap will be addressed.

Table XII - 1.7% Across-the-Board Reductions to the Recommended FY 2021 General Fund Operating Budget

| Department Name | FY 2021 | 1.7% Reduction* |
|--|---------|--------------------|
| City Council | \$ | (35,960.00) |
| Office of the Mayor | | (14,948) |
| Clerk of Council | | (10,431) |
| Enterprise Technology Solutions | | (112,263) |
| City Manager's Office | | (53,088) |
| Office of Budget & Evaluation | | (16,426) |
| Emergency Communications Center | | (186,596) |
| Office of Environment and Sustainability | | (5,649) |
| Office of Performance and Data Analytics | | (12,950) |
| Internal Audit | | (7,690) |
| Law | | (128,364) |
| Human Resources | | (36,065) |
| Finance | | (127,189) |
| Community and Economic Development | | (120,856) |
| City Planning | | (9,463) |
| Citizen Complaint Authority | | (11,902) |
| Recreation | | (292,824) |
| Parks | | (154,317) |
| Buildings and Inspections | | (165,131) |
| Police | | (2,598,789) |
| Transportation & Engineering | | (44,474) |
| Public Services | | (279,423) |
| Health** | | (293,746) |
| Fire | | (2,078,361) |
| Economic Inclusion | | (14,485) |
| Non Departmental Accounts | | (240,301) |
| TOTAL | | (7,051,691) |

*Reduction Amounts are based on the City Manager's Recommended Budget amounts by department.

**The Reduction amount for the Health Department reflects the reduction in the transfer out to the Cincinnati Health District Fund that would be required.

The Recommended FY 2020 General Fund Operating Budget incorporates fee increases and expenditure reductions that carry over to the next fiscal year. The \$7.1 million reduction would require additional fee increases or expenditure reductions to maintain a structurally balanced budget in FY 2021. Without additional revenue streams identified or a large increase in income tax revenue, service cuts will occur. The Administration is already working on various options as the next fiscal year approaches.



Staffing Plan

The Recommended FY 2020-2021 Biennial Operating Budget does not include the layoff of City employees. However, the recommended staffing plan includes the elimination of 67.25 Full-Time Equivalents (FTEs). Of those recommended position eliminations, there are two categories: 1) vacant positions to be eliminated (58.25 FTE); 2) filled positions where the incumbent will be transferred or placed in a different agency or position (9.0 FTE).

All Funds Staffing

The Recommended FY 2020-2021 Biennial Operating Budget provides for a net, all funds reduction of 58.06 FTE for FY 2020 and a net, all funds increase of 0.02 FTE in FY 2021. In FY 2020 eleven agencies sustain FTE reductions and nine agencies increase FTE. In FY 2021 one department shows an all funds increase of 1.02 FTE and one department has a 1.0 FTE reduction.

General Fund Staffing

FTE supported by the General Fund decrease significantly in the Recommended FY 2020-2021 Biennial Operating Budget. In the Recommended FY 2020 Budget twelve departments have General Fund reductions of 261.38 FTE. The majority of this decrease is due to the shift of all General Fund FTEs in the Health Department to the newly created Cincinnati Health District Fund. The FY 2021 Recommended Budget shows a General Fund increase of 0.02 FTE.

Restricted Funds Staffing

In contrast to the General Fund, the Restricted Funds show significant FTE increases in the Recommended FY 2020-2021 Biennial Operating Budget with the increase solely in the Recommended FY 2020 Budget. The Restricted Funds net increase of 198.28 FTE in FY 2020 is primarily due to FY 2020 General Fund reductions which shift personnel and FTE to Restricted Funds. The majority of this increase is due to the shift of all General Fund FTEs in the Health Department to the newly created Cincinnati Health District Fund. Only four agencies have Restricted Fund position reductions in FY 2020, and there are no FTE changes in Restricted Funds in FY 2021. Only five agencies have Restricted Fund position reductions in FY 2020 and there are no FTE changes in Restricted Funds in FY 2021.

Table XIII – FY 2020 - 2021 Recommended Biennial Budget City Staffing Plan

| | FY 2019 Approved (in Full-Time Equivalents, FTE) | FY 2020 Recommended Update | Change From FY 2019 | FY 2021 Recommended Budget | Change From FY 2020 |
|---------------------|---|---|------------------------------------|---|------------------------------------|
| General Fund | 3,568.38 | 3,312.04 | (256.34) | 3,312.06 | 0.02 |
| Restricted Funds | <u>2,621.46</u> | <u>2,819.74</u> | <u>198.28</u> | <u>2,819.74</u> | <u>0.00</u> |
| Total City Staffing | 6,189.84 | 6,131.78 | (58.06) | 6,131.80 | 0.02 |

Operating Budget Summary

Staffing Plan



The General Fund reductions are concentrated in the following departments: Health, Parks, Fire, Police, and Community and Economic Development. The Department of Transportation & Engineering also reduced FTEs due to an internal re-organization plan that will become effective in FY 2020. Since primary focus was on balancing the General Fund for the biennium, these departments presented the most opportunities for either eliminating or shifting personnel costs and FTE to other funds. The small General Fund FTE increases are in the Clerk of Council, Enterprise Technology Solutions, Human Resources, Public Services, and Recreation.

Table XIV shows the change in the relationship between total public safety FTE and total non-public safety (all funds) FTE. Public safety FTE includes the total personnel in both the Fire and Police Departments, the Emergency Communications Center, as well as 9.0 FTE assigned to the Emergency Communications Center which are public safety designated information technology related positions in Enterprise Technology Solutions. Non-public safety FTE consists of all City FTE not included in the public safety total. Public Safety FTE decrease by 25.46 in the Recommended FY 2020 Budget. There is no Public Safety FTE change in the Recommended FY 2021 Budget. The change in the Public Safety FTE is due primarily to reductions in both the Police Department and the Emergency Communications Center. The Police Department reduction is the result of several factors: 1) a decrease of 10.0 Clerk Typist FTE, 2) a recalculation that reverses the 15.0 FTE increase from the Community Oriented Policing Services (COPS) Hiring grant in FY 2018, and 3) the elimination of a 0.46 FTE Co-Op/Student Intern. The Fire Department's 21.0 FTE reduction is due to the transfer of Fire Dispatch positions to the Emergency Communications Center which is a net neutral change in terms of public safety staffing. The all funds non-public safety FTE reduction of 32.60 FTE appears smaller (in relation to the public safety count) since the non-public safety General Fund reductions are offset by substantial FTE transfers or shifts to restricted funds as Table XIV below illustrates.

Table XIV - Public Safety FTEs compared to Non-Public Safety FTEs

| | FY 2019 Approved (in Full-Time Equivalents, FTE) | FY 2020 Recommended Update | Change From FY 2019 | FY 2021 Recommended Budget | Change From FY 2020 |
|-----------------------|--|----------------------------------|---------------------------|----------------------------------|---------------------------|
| Public Safety FTE | 2,318.46 | 2,293.00 | (25.46) | 2,293.00 | 0.00 |
| Non-Public Safety FTE | <u>3,871.38</u> | <u>3,838.78</u> | <u>(32.60)</u> | <u>3,838.80</u> | <u>0.02</u> |
| Total All Funds FTE | 6,189.84 | 6,131.78 | (58.06) | 6,131.80 | 0.02 |

Focusing on the General Fund, Table XV (below) shows that public safety staffing trends in the General Fund mirror the all funds workforce budget since all public safety FTE are concentrated in the General Fund. However, it is important to note that public safety is the primary focus of General Fund expenditures. Public Safety FTE represent approximately 37% of the all funds total workforce in the Recommended FY 2020 Budget, but approximately 69% of the total General Fund workforce in the Recommended FY 2020 Budget.

Table XV shows that non-public safety positions have decreased by 230.88 FTE in the Recommended FY 2020 Budget which is nine times the number of Public Safety reductions. The non-public safety reductions include both permanent position eliminations as well as transfers or shifts to restricted funds. FTE transfers represent the majority of those reductions. The total General Fund reduction in the Recommended FY 2020 Budget is 256.34 FTE.



Operating Budget Summary Staffing Plan

Table XV - General Fund: Public Safety FTE/Non-Public Safety FTE

| <i>(in Full-Time Equivalents, FTE)</i> | FY 2019 | FY 2020 | Change | FY 2021 | Change |
|--|----------------------------------|-------------------------------------|-------------------------------|-------------------------------------|-------------------------------|
| | Approved <i>Update</i> | Recommended <i>Budget</i> | From <i>FY 2019</i> | Recommended <i>Budget</i> | From <i>FY 2020</i> |
| General Fund Public Safety | 2,318.46 | 2,293.00 | (25.46) | 2,293.00 | 0.00 |
| General Fund Non-Public Safety | <u>1,249.92</u> | <u>1,019.04</u> | (230.88) | <u>1,019.06</u> | <u>0.02</u> |
| Total General Fund Staffing | 3,568.38 | 3,312.04 | (256.34) | 3,312.06 | 0.02 |

As shown in Table XVI, the level of total sworn FTE has decreased by 15.0 FTE from 1,933 in the Approved FY 2019 Budget Update to 1,918 in the Recommended FY 2020 Budget. There is no change in the Sworn Staffing Plan in the Recommended FY 2021 Budget. The decrease is concentrated in the Police Department where the sworn strength decreases from 1,074 in the Approved FY 2019 Budget Update. This reduction is due to a recalculation that reverses the 15.0 FTE increase from the Community Oriented Policing Services (COPS) Hiring grant in FY 2018.

Table XVI - FY 2020 - 2021 All Funds Sworn Strength Staffing Summary

| <i>(in Full-Time Equivalents, FTE)</i> | FY 2019 | FY 2020 | Change | FY 2021 | Change |
|--|----------------------------------|-------------------------------------|-------------------------------|-------------------------------------|-------------------------------|
| | Approved <i>Update</i> | Recommended <i>Budget</i> | From <i>FY 2019</i> | Recommended <i>Budget</i> | From <i>FY 2020</i> |
| Police Sworn | 1,074.00 | 1,059.00 | (15.00) | 1,059.00 | 0.00 |
| Fire Sworn | <u>859.00</u> | <u>859.00</u> | <u>0.00</u> | <u>859.00</u> | <u>0.00</u> |
| Total Sworn | 1,933.00 | 1,918.00 | (15.00) | 1,918.00 | 0.00 |

For better perspective, Table XVII shows the projected sworn strength level at various points during FY 2020 and FY 2021 taking into account recruit classes and anticipated attrition. These attrition amounts are based on historical trends reflected in prior fiscal years. There are currently no Fire recruit classes scheduled for FY 2020 or FY 2021. However, the Cincinnati Fire Department (CFD) has applied for the Staffing for Adequate Fire and Emergency Response (SAFER) Grant. If awarded, CFD could hire up to 40 firefighter recruits. All necessary grant match funds would need to be approved by the City Council.

Table XVII - Projected Sworn Strength Staffing Summary During FY 2020 and FY 2021

| Sworn FTE | July 2019 42 Police & 41 Fire Recruits Graduate | June 2020 30 Police Recruits Graduate | June 2021 30 Police Recruits Graduate |
|------------------|--|--|--|
| POLICE | 1,031 | 1,028 | 1,025 |
| FIRE | 867 | 842 | 810 |

Operating Budget Summary

Staffing Plan



A longer perspective is shown in Table XVIII. The total public safety FTE supported by the General Fund has increased by 98.10 FTE since the year 2000 which represents a 4.5% increase while non-public safety positions have declined by 954.16 FTE or 48.4% during the same period. Overall, General Fund FTE has declined by 20.5% since 2000.

Table XVIII - General Fund FTE Change 2000-2020

| (in Full-Time Equivalents, FTE) | CY 2000 Approved Budget | FY 2020 Recommended Budget | FTE Change From 2000 Budget | Percentage Change |
|---------------------------------|-------------------------------|----------------------------------|-----------------------------------|----------------------|
| Public Safety FTE | 2,194.90 | 2,293.00 | 98.10 | 4.5% |
| Non-Public Safety FTE | 1,973.20 | 1,019.04 | (954.16) | -48.4% |
| Total General Fund Staffing | 4,168.10 | 3,312.04 | (856.06) | -20.5% |

In Table XIX, sworn public safety positions have increased by 131.00 FTE since the year 2000. This represents a 7.3% increase in sworn staff since 2000.

Table XIX - General Fund Sworn FTE Change 2000-2020

| (in Full-Time Equivalents, FTE) | CY 2000 Approved Budget | FY 2020 Recommended Budget | FTE Change From 2000 Budget | Percentage Change |
|---------------------------------|-------------------------------|----------------------------------|-----------------------------------|----------------------|
| Public Safety Sworn FTE | 1,787.00 | 1,918.00 | 131.00 | 7.3% |

Table XX below shows a list of FTE adjustments in the Recommended FY 2020-2021 Biennial Operating Budget. The Departmental Budgets section of this document provides a more detailed description of each FY 2020-2021 FTE change by program. However, Table XIX provides a list of filled position titles by department. These positions are recommended for elimination. The incumbents will be transferred to other positions within the City.

Table XX - Filled Position Eliminations

| Classification | Salary Division | Status | FTE |
|------------------------------------|----------------------|--------|------|
| Assistant to the City Manager | D5 – Non-Represented | Filled | 1.00 |
| Division Manager | D8 – Non-Represented | Filled | 1.00 |
| Administrative Technician | D0 – Non-Represented | Filled | 1.00 |
| Clerk Typist 2 | D1 – AFSCME | Filled | 1.00 |
| Environmental Programs Manager | D5 – Non-Represented | Filled | 1.00 |
| Supervising Management Analyst | D8 – Non-Represented | Filled | 1.00 |
| Division Manager | D8 – Non-Represented | Filled | 1.00 |
| Administrative Specialist | D0 – Non-Represented | Filled | 1.00 |
| Deputy Director Economic Inclusion | D5 – Non-Represented | Filled | 1.00 |



Operating Budget Summary

Staffing Plan

One additional adjustment to the Staffing Plan included in the Recommended FY 2020-2021 Biennial Operating Budget is the re-classification of Supervising Management Analyst positions across the City that are designated as having a human resources function within their department. These positions are being reclassified as Supervising Human Resources Analyst positions. This re-classification is budget neutral as the salary range for both classifications is the same.



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Recommended Staffing Plan

| | General Fund | | | | Restricted Funds | | | | All Funds | | | |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| City Council | 27.00 | 27.00 | 27.00 | 27.00 | 0.00 | 0.00 | 0.00 | 0.00 | 27.00 | 27.00 | 27.00 | 27.00 |
| Office of the Mayor | 9.00 | 10.00 | 10.00 | 10.00 | 0.00 | 0.00 | 0.00 | 0.00 | 9.00 | 10.00 | 10.00 | 10.00 |
| Clerk of Council | 5.84 | 5.84 | 6.60 | 5.60 | 0.00 | 0.00 | 0.00 | 0.00 | 5.84 | 5.84 | 6.60 | 5.60 |
| City Manager | 47.70 | 193.00 | 194.00 | 194.00 | 14.00 | 15.00 | 14.00 | 14.00 | 61.70 | 208.00 | 208.00 | 208.00 |
| Buildings & Inspections | 112.50 | 112.50 | 110.50 | 110.50 | 0.00 | 0.00 | 0.00 | 0.00 | 112.50 | 112.50 | 110.50 | 110.50 |
| Citizen Complaint Authority | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 | 0.00 | 0.00 | 0.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| City Planning | 11.00 | 11.00 | 10.00 | 10.00 | 0.00 | 0.00 | 0.00 | 0.00 | 11.00 | 11.00 | 10.00 | 10.00 |
| Community & Economic Development | 30.00 | 31.73 | 23.00 | 23.00 | 25.00 | 18.00 | 14.00 | 14.00 | 55.00 | 49.73 | 37.00 | 37.00 |
| Enterprise Services | 0.00 | 0.00 | 0.00 | 0.00 | 49.92 | 49.91 | 39.38 | 39.38 | 49.92 | 49.91 | 39.38 | 39.38 |
| Economic Inclusion | 10.00 | 10.00 | 8.00 | 8.00 | 2.00 | 2.00 | 3.00 | 3.00 | 12.00 | 12.00 | 11.00 | 11.00 |
| Enterprise Technology Solutions | 50.75 | 58.00 | 59.00 | 59.00 | 37.80 | 37.80 | 37.80 | 37.80 | 88.55 | 95.80 | 96.80 | 96.80 |
| Finance | 74.91 | 75.81 | 75.80 | 75.80 | 30.84 | 28.75 | 28.00 | 28.00 | 105.75 | 104.56 | 103.80 | 103.80 |
| Fire | 887.00 | 908.00 | 887.00 | 887.00 | 0.00 | 0.00 | 0.00 | 0.00 | 887.00 | 908.00 | 887.00 | 887.00 |
| Health | 178.53 | 170.23 | 0.00 | 0.00 | 311.95 | 331.54 | 514.33 | 514.33 | 490.48 | 501.77 | 514.33 | 514.33 |
| Human Resources | 19.10 | 18.10 | 20.10 | 20.10 | 3.00 | 4.00 | 4.00 | 4.00 | 22.10 | 22.10 | 24.10 | 24.10 |
| Law | 72.20 | 72.20 | 71.20 | 71.20 | 9.00 | 10.00 | 11.00 | 11.00 | 81.20 | 82.20 | 82.20 | 82.20 |
| Parks | 174.85 | 178.35 | 147.40 | 147.40 | 73.30 | 73.30 | 84.80 | 84.80 | 248.15 | 251.65 | 232.20 | 232.20 |
| Police | 1,379.46 | 1,257.46 | 1,242.00 | 1,242.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,379.46 | 1,257.46 | 1,242.00 | 1,242.00 |
| Public Services | 125.00 | 116.00 | 113.00 | 113.00 | 324.00 | 348.00 | 370.00 | 370.00 | 449.00 | 464.00 | 483.00 | 483.00 |
| Recreation | 282.24 | 287.16 | 287.44 | 288.46 | 112.40 | 124.35 | 124.35 | 124.35 | 394.64 | 411.51 | 411.79 | 412.81 |
| Sewers | 0.00 | 0.00 | 0.00 | 0.00 | 740.00 | 740.00 | 740.00 | 740.00 | 740.00 | 740.00 | 740.00 | 740.00 |
| Stormwater Management Utility | 0.00 | 0.00 | 0.00 | 0.00 | 28.00 | 31.00 | 32.00 | 32.00 | 28.00 | 31.00 | 32.00 | 32.00 |
| Transportation & Engineering | 22.00 | 20.00 | 14.00 | 14.00 | 154.45 | 157.00 | 144.30 | 144.30 | 176.45 | 177.00 | 158.30 | 158.30 |
| Water Works | 0.00 | 0.00 | 0.00 | 0.00 | 642.87 | 650.81 | 658.78 | 658.78 | 642.87 | 650.81 | 658.78 | 658.78 |
| Total | 3,525.08 | 3,568.38 | 3,312.04 | 3,312.06 | 2,558.53 | 2,621.46 | 2,819.74 | 2,819.74 | 6,083.61 | 6,189.84 | 6,131.78 | 6,131.80 |
| Police Sworn | 1,074.00 | 1,074.00 | 1,059.00 | 1,059.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,074.00 | 1,074.00 | 1,059.00 | 1,059.00 |
| Fire Sworn | 838.00 | 859.00 | 859.00 | 859.00 | 0.00 | 0.00 | 0.00 | 0.00 | 838.00 | 859.00 | 859.00 | 859.00 |
| Non-Sworn | 1,613.08 | 1,635.38 | 1,394.04 | 1,394.06 | 2,558.53 | 2,621.46 | 2,819.74 | 2,819.74 | 4,171.61 | 4,256.84 | 4,213.78 | 4,213.80 |





ACCOMPLISHMENTS IN FISCAL YEAR 2019

Approving an annual budget provides an important opportunity to see not only where we are going, but to also identify significant accomplishments over the past year. The following list highlights those successes in FY 2019.

City Manager's Offices (CMO)

- The Office of Communications enhanced the City's digital engagement by expanding the City's social media reach, including over 86,000 Twitter followers, and growing the number of media platforms used by City departments.
- CitiCable provided coverage of City Council meetings and weekly Council meetings online, to mobile devices, and on Spectrum Cable; and partnered with Sabrecom, LLC. to preserve and enhance City government access channels.
- Cincinnati Initiative to Reduce Violence (CIRV) representatives hosted six neighborhood community "Call-in" conversation events for Avondale, Over-the-Rhine, West End, Price Hill, Winton Terrace, Millvale, and at City Hall.
- CIRV's enhancements of alliances are with Hamilton County Office of Re-entry and community partners, Hamilton County Probation Department, Hamilton County Justice Center, Ohio Department of Rehabilitation and Corrections, the United States Federal Prosecutor's Office of the Southern District of Ohio, and the University of Cincinnati School of Criminal Justice.
- Community Outreach Advocates (COAs) participated in over 345 CIRV presentations to stop the shootings, provided over 200 daily outreaches in "hot spots" (top 10 neighborhoods), held 44 shooting responses and 61 community events, and attended 38 funerals/vigils/memorials. There are 81 clients engaged in mentoring and life coaching with over 180 resource referrals. The COAs held community Resources and Job Fairs regarding employment, training, housing, child support and expungements.
- The COAs made weekly visits to Oyler and Taft High Schools, Dohn Community School, and 20/20 Detention Center with violence awareness presentations/interventions and field trip exposure to colleges, universities, local businesses of technology and the Cincinnati Youth Police Academy.
- The COAs adopted new approaches in trauma training, addressing the root causes of crime from a faith-based, health, and medical crisis perspective with CPD Victim's Assistance Liaison unit. The COA's are also working with the Christ Church Cathedral's Gun Violence Prevention working group consisting of Moms Demand Action for Gun Sense in America, Everytown for Gun Safety, and Who Killed our Kids.
- COAs collaborated with the Cincinnati Police Department's Place Based Investigations of Violent Offender Territories (PIVOT) and the "Neighborhood Enhancement Program" (NEP), which was a highpoint in reducing violence in Avondale.

Operating Budget Summary

FY 2019 Accomplishments



- The Office of Human Relations (OHR) worked on casework and constituent services related to discrimination and disparity in City services.
- OHR participated in and contributed to numerous stakeholder community organizations.
- OHR hosted the national conference, International Association of Official Human Rights Organizations.
- The Office of Budget and Evaluation completed upgrades to the Cincinnati Budget System and InfoView reporting system to improve the City's budget development process.
- The Office of Budget and Evaluation received the Government Finance Officers Association's Distinguished Budget Presentation Award for the FY 2019 Update, starting July 1, 2018.
- The Office of Environment and Sustainability (OES) created the 2018 Green Cincinnati Plan with active involvement by more than 400 residents and was endorsed and adopted by the Mayor and City Council.
- Cincinnati won the Bloomberg American Cities Climate Challenge, becoming one of 25 cities sharing \$70 million in support and technical assistance from Bloomberg Philanthropies to cut carbon emissions from buildings and transportation.
- OES launched the "Year of Living Sustainably" program, which is a series of 12 one-month campaigns, each focused on a different sustainability topic to encourage residents to find ways to become more sustainable.
- The Cincinnati 2030 District was officially recognized by the 2030 Districts Network in December, joining 21 other 2030 Districts in the network. A 2030 District is a voluntary organization of large building owners and operators who commit to making a 50% reduction in the building's energy, transportation, water and health impacts. The Cincinnati 2030 District already includes 23 buildings totaling more than 10 million square feet and has hired full time staff to advance the District's efforts.
- Site Selection Magazine has named Cincinnati the #1 most sustainable city in the country for the second year in a row.
- The Green Cincinnati Plan won the U.S. Green Building Council's Sustainability Education and Outreach Award for its open and inclusive planning process.
- Green Cincinnati leader Linda Matthews (Millennium Energy) received the Voice of the People Award from the Ohio Environmental Council.
- City of Cincinnati Energy Manager, Michael Forrester, and Green Cincinnati leader, Jeremy Faust (5/3 Bank), were included on Midwest Energy News' 40 under 40 list.
- The Hamilton County Recycling and Solid Waste District named City of Cincinnati's Jenn Ballard as the Best Recycling Communicator and picked the Cincinnati Recreation Commission's Golf Courses for the Excellence in Public Recycling Award.
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- Mayor Cranley and City Council signed on to the Sierra Club's Ready for 100 Campaign, committing Cincinnati to power its buildings and fleet with 100% renewable energy by 2035.
- Mayor Cranley signed the "We are still in!" declaration, joining more than 3,600 elected leaders in pledging to meet the commitments of the Paris Climate Accord.
- Mayor Cranley signed the Mayor's Climate Agreement, which commits to fulfilling the Paris Climate Accord.
- Mayor Cranley and City Council adopted the Green Cincinnati Plan, which includes a commitment to reduce greenhouse gas emissions 2% per year, totaling 84% by 2050.
- The Property Assessed Clean Energy Program closed 6 deals worth more than \$7 million to complete energy efficiency work in large commercial buildings.
- The City's Electric Vehicle Free Parking Program more than doubled from about 200 vehicles at the end of 2017 to more than 400 at the end of 2018.
- The City provided an additional \$200,000/year to plant and maintain trees by increasing the Street Tree Assessment rate.
- The City's 2020 local food goal, to double the production and consumption of locally grown food, was achieved 2 years early.
- Two low-head dams on the Mill Creek were removed, improving water quality, opening the creek to Ohio River aquatic species, and enabling recreational use.
- OES partnered with Downtown Cincinnati, Inc. (DCI) to place recycling containers next to sidewalk trash cans in many locations.
- OES partnered with the University of Cincinnati and the Uptown Consortium to divert materials for recycling and reuse during the UC move-out period.
- Cincinnati held its first community repair event, Repair Fair Cincy, giving common household items a new life and keeping them out of the landfill.
- Urban Agriculture Mini-Grants were awarded to 30 Cincinnati gardens and farms along with one local food hub, which helped local growers produce more food and provide that food to more residents.
- More than 25 new Open Data sets were published by the Office of Performance and Data Analytics (OPDA), including Business Licenses, Fleet Inventory, Fuel Usage, and Small Cell Data.
- OPDA released twelve new CincyInsights dashboards, including: six Police related dashboards, City Spending, and an Employee profile.
- OPDA developed a new tier of innovation projects, iTeams, to better-reach smaller scale projects. iTeams partner OPDA staff with a defined process involving one to three departments



to develop a new or improved process. Examples include a new database for Environmental Review and a reporting process for Community and Economic Development.

- OPDA collaborated with Buildings & Inspections to release a small business development tool that provides a user-friendly online guide to the process for opening or expanding a business.
- The Special Events iLab was restarted to implement a collaborative online platform for special events inquiry, applications, approval, and payment.
- OPDA transitioned several Stat portfolios to monitoring and started new Stats, FleetStat and SpeedStat. Enhanced monitoring dashboards allow for most departmental processes to be viewed daily and electronically by departments and the administration.
- OPDA produced 4 quality audit reports that provided 41 recommendations to improve the internal control structure within City government.
- OPDA provided transparency around governance, risk management, and internal control practices through the Internal Audit Committee that met regularly.
- OPDA supported management's efforts to establish a culture that embraces ethics, honesty, and integrity through the Fraud, Waste and Abuse Hotline.

Buildings and Inspections (B&I)

- B&I implemented the HARBOR program, which helps Cincinnati homeowners in need of home improvements. The \$400,000 allocated to the program has a goal of serving at least 23 owner-occupied property owners in the city. B&I has referred 29 for assistance, 8 have been approved, and three are in process.
- B&I implemented a Coordinated Site Review Process (CSPRO). As part of the Coordinated Site Review process launch in 2018, the CSPRO team was created. This group of agency directors meets bi-weekly to review major private development projects prior to them entering the permitting process. This group provides formal recommendations to developers in an effort to make the permitting and regulatory process less cumbersome.
- B&I implemented multiple benchmarking dashboards on performance metrics with the assistance of OPDA which can be readily reviewed by the public at insights.cincinnati-oh.gov.
- B&I renegotiated THe Inspection Bureau, Inc. (IBI) performance-based contract.
- B&I shifted the management of Vacant Building Maintenance License (VBML) fee waivers from the Board of Housing Appeals to the desk of the B&I Director.
- The permit center completed 91% of setups within three business days or less, exceeding the service goal of 85% within three business days or less.
- Registered 1,865 contractors through the City Contractor Registration Program.



- Issued 7,049 permits, a 0.37% decrease from FY 2018.
- Five Customer Relations Representatives completed Permit Technician Certification, which provides a more knowledgeable staff in the building code and regulations, which affect the health and safety of buildings within the City of Cincinnati.
- Microfiche Digitization project completed, which reduces the time spent searching records, allows for the Buildings Department to provide records more efficiently, provides an electronic and more up-to-date resource for accessing public records, provides the potential for customers to access and view public records without having to come to the department.
- ACCELA Request for Proposal (RFP) provides commitment by the department to putting resources toward a more up-to-date and streamlined processing of permits and sets the department up for future technological advances in permit processing.
- The Plan Examination section met or exceeded established goal days at least 99% of the time. The goal days are as follow:
 - Ohio Building Code (OBC) - 15 days for initial review
 - Initial review completed in an average of six days
 - OBC Revisions - Five-day turnaround
- Residential Code of Ohio (RCO) - 10 days for initial review
- Initial review completed in an average of four days
- RCO Revisions - Five-day turnaround
- Tier 1 Review (Same-Day): Diverted approximately 40% of applied permits through same-day review.
- The department collaborated with Cincinnati Area Geographic Information System (CAGIS) to move the elevator permitting process to a web-based portal, automating payment, re-inspection and registration, and reducing time and effort for staff.
- General Building Inspection (GBI) and Zoning leadership hosted Experience 2019, a state-wide training opportunity in March 2019 for the building industry and had 400 attendants, an increase from 275-300 in past years.
- The department completed 15.27 plumbing inspections daily, exceeding the daily goal of nine inspections.
- The department completed 13.97 GBI inspections daily, exceeding the daily goal of nine.
- The department completed 7.49 elevator construction inspections daily, exceeding the daily goal of six.

Operating Budget Summary

FY 2019 Accomplishments



- The department worked with CAGIS and Treasury to launch a new web-based licensing system, including web-payment.
- The Pre-Development Conference was reimagined and customized through a multi-agency effort, creating Coordinated Site Review, and launched in early FY 2019.
- The department expanded the Courtesy Inspection Program, which increased the participation rate and worked in collaboration with Jobs and Family Services to improve support for Home Day Cares.
- The department reorganized and relaunched the Landlord Training Program under B&I management, which increased participation by 35%.
- B&I was the lead sponsor and organizer of the Neighborhood Summit for the third year.
- B&I became the lead in neighborhood communications, providing broader notice of work occurring in the program period.
- In conjunction with OPDA, launched OpenCincy, a self-help web portal that can guide citizens to investigate zoning and/or review fully their requirements to open a commercial enterprise within the City, including all permitting processes. B&I also worked to expand the portal to provide similar guidance for residential permitting projects.
- B&I and Law continued managing the Historic Conservation Board and Zoning Hearing Examiner with a streamlined, advanced date setting process, which reduced the hearing process time from seven weeks to five weeks on average.
- Section 106 Management exceeded performance goals on response times for internal projects, was granted permission to support CMHA Sec 106 reviews, and achieved improved status in annual audit review.
- An AmeriCorps Vista Intern cataloged over 100 structures in the Avondale neighborhood for consideration on the National Register of Historic Places.
- Staff were key contributors in the drafting text for zoning amendments focused on Urban Agriculture, Conservation Districts, Subdivision Regulations, Outdoor Advertising Signage Licensing, and Short-term Rental Licensing.
- B&I expanded capacity to address Fence Certificates and Signage Certificates and Nonconformity Certificates
- B&I instituted new procedures with City Planning to ensure proposed lot splits meet all building and zoning requirements prior to subdivision.
- 58 blighted buildings were demolished, and 324 open abandoned buildings were barricaded and secured.
- Approximately 50% of the verified inventory of 2,166 fire escapes has been examined by a design professional. 42% of those examined require repair or maintenance. 458 fire escapes are currently under orders to make repairs.



- There are 627 buildings subject to the façade inspection program. Based on the age of the buildings 436 buildings are due for examination. 126 Buildings have been examined by design professionals. 49% of those buildings were found to need repair or maintenance work.
- Amended Sections 1101-79, "Vacated Building Maintenance Licenses;" 1101-80, "Written Determination by the Director;" and 1101-129, "Fees for Vacated Building Maintenance Licenses," of Chapter 1101, "Administration."
- The Special Merit Award for historic preservation was presented by the Cincinnati Preservation Association to B&I for the work in stabilizing the "Flatiron Building" at 1833 Sycamore.
- B&I completed the Baymiller Street row houses stabilization project through the SEED program in collaboration with the Hamilton County Land Bank. There are six buildings that are being marketed for sale and complete renovation and re-occupancy. The landbank has purchase offers on two of the buildings and one other will be a single-family home renovation by Habitat for Humanity for a low-moderate income family.

Citizens Complaint Authority (CCA)

- Reviewed 161 complaints and 357 allegations against CPD officers.
- Commenced 73 new CCA investigations.
- Investigated and issued 200 findings associated with 41 closed complaints.
- Issued 13 recommendations and 8 observations to CPD. Some of the recommendations and observations included:
 - CPD engage the community on City pedestrian laws to avoid confusion amongst citizens regarding pedestrian rights.
 - CPD review the Taser section of its Procedure § 12.545 Use of Force to determine when it is appropriate for officers to remove their tasers from their holsters and how officers should use their tasers as a means of control to avoid the appearance of a physical threat to a citizen.
 - CPD create a definition of Harassment in its CPD Procedure to provide officers with specific direction and guidance.
- Completed CPD's Use of Force Procedure review, in which CCA issued multiple recommendations; four recommendations were adopted.
- CCA commenced as an active member of the International Association of Chiefs of Police Unbiased Policing Policy drafting work group.
- Published the 2017 Annual Report. This report was enhanced from previous years to include additional data analyses, definitions, and the Collaborative Agreement Refresh overview.
- Published the 2017 Annual Patterns Report, which uses an adopted standard for a three-year period that tracks officers who have received a high number of complaints against them, repeat complainants who have filed complaints against officers and the top circumstances



that formed the bases for the filing of complaints. This report also provided a summary of CCA's recommendations and observations issued in 2017.

- Finalized CCA's first Annual Recommendation and Observations Summary.
- Finalized CCA's 2018 Annual Patterns Report.
- Enhanced CCA's Citizen Complaint Management System (CCMS) reporting features, which included but were not limited to verification of data via cross-reporting by district, complaints, demographics, allegations, citizens, etc.; creating a charges folder that tracks when complainants have charges filed against them; creating a medical injuries folder that tracks when complainants suffer injuries; and tracking CCA's progress per investigation.
- Created CCA's Community Engagement Tracking database, which will assist CCA in tracking all its community engagements and trainings.
- CCA provided training to new CCA Board Members, new CPD Supervisors, CPD Recruits and CPD's Citizen Police Academy.
- CCA was selected as a participant of the Mayerson Academy's Strong Cincinnati Institute for the City of Cincinnati.
- CCA provided 12 community engagements and trainings reaching approximately 116 people. FY 2019 engagements include the 2019 Neighborhood Summit, upcoming trainings to the Spring 2019 session of the Citizens Police Academy and CPD's 109th Recruit Class.

City Planning

- The Department of City Planning staff had two Plans approved: Carthage Neighborhood Business District Strategy Plan and Lower Price Hill Resurgency Plan. City Planning staff also facilitated the process to include amendments to the Bond Hill + Roselawn Plan of 2016.
- Staff processed, analyzed, and moved 12 zoning changes and two local, historic landmark designations through the legislative process to-date.
- Staff processed, analyzed, and moved a total of 136 items through the City Planning Commission to-date.
- Staff facilitated a Subdivision and Zoning Working Group and rewrote and implemented new Subdivision Regulations for the City of Cincinnati.
- Staff began facilitating a Property Tax Working Group.
- Staff facilitated an Urban Agriculture Working Group that researched and developed text amendments to the Cincinnati Zoning Code.
- Staff facilitated the process of establishing an Urban Parking Overlay District to eliminate all off-street parking requirements within the neighborhoods of Downtown, Over-the-Rhine, Pendleton, and adjacent portions of Mount Auburn and the West End.



- Staff worked with the Office of Budget and Evaluation and the Office of Communications regarding budget community engagement as well as the Community Budget Request and Neighborhood Project Suggestion process.

Community and Economic Development (CED)

- CED worked on the Cincinnati Scholar House project, which involves demolishing a blighted building in Walnut Hills, constructing a mixed-use building that will contain 44 units of affordable housing for low-income single-parents pursuing a four-year college degree, as well as first-floor childcare services and adult support services.
- CED worked on the Roselawn Gardens project with Bond Hill & Roselawn Senior Housing, LLC, which is developing a four-story, mixed-use, senior affordable development on a vacant three-acre parcel on Losantiville Ave. The \$12 million project will achieve Leadership on Energy and Environmental Design (LEED) Silver Certification at completion and will have 50 affordable, senior apartments.
- CED worked on the 821 Flats project, which involves demolishing the old Young Men's Christian Association (YMCA) in the West End and constructing 57 units of permanent supportive housing for individuals coming out of homelessness with mental illness. Ten percent of the units will be set aside for individuals with 30 percent or less of Average Median Income (AMI). All units will be targeted to individuals coming out of homelessness with mental illness.
- CED worked on the Avondale Town Center project with New Avondale Center, LLC, which is an affiliate of The Community Builders (TCB), Avondale Coalition of Churches, and Avondale Town Center North, LLC (an affiliate of TCB), on the purchase and comprehensive redevelopment of the current Avondale Town Center. The project consists of converting the current Avondale Town Center into a mixed-use, mixed-income project that includes constructing two new buildings that will include 119 rental units, as well as approximately 75,000 square feet of commercial space, which will include a grocery store.
- Through the competitive Neighborhood Business District Improvement Program process, CED awarded \$1.3 million to various community organizations for the revitalization projects in their respective Neighborhood Business Districts. Projects include the acquisition of the U.S. Chili building in Camp Washington, parking lot improvements in Pleasant Ridge and Roselawn, and building stabilization projects in College Hill and Evanston.
- With CED's assistance, Neyer Properties, Inc., broke ground on the first phase of the Riverside Yard project in September 2018. In Summer 2018, the City completed construction on the new public road that enabled Neyer to proceed with its new, multi-phase development. During the first phase, the company is investing approximately \$7 million to construct a 103,500 square-foot speculative commercial building. The project makes the City more competitive when trying to attract new commercial users.
- CED partnered with JobsOhio to ensure the new headquarters of Sims-Lohman, a manufacturer of kitchen cabinets and countertops, pursued by various Midwestern and Southeastern peer cities, was built in Cincinnati.

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- CED negotiated a property swap agreement and acquired the King Records building in Evanston in May 2018. Approximately \$700,000 in City funds have been invested to stabilize the structure. Stabilization work will be completed in FY 2019 and will prevent any further deterioration of the building.
- CED's Small Business Team conducted several workshops including the "Open Kitchen" food permitting workshop, the "Cash Reigns Supreme" seminar, and the "Survivors & Thrivers" speaker series. Also, the team facilitated a neighborhood pop shop experience in the College Hill community and supported five small businesses with loans totaling \$122,000 through the MicroCity Loan program.
- The City awarded \$6.4 million in funding from its Notice of Funding Availability (NOFA) released in February 2017, which is expected to create more than 500 housing units with approximately 80 percent of them allocated as affordable housing. The City investment is expected to leverage \$103 million in private financing.
- The Parking Division, in collaboration with the Major Projects Team, facilitated the establishment of an Urban Parking Overlay District in the Over-the-Rhine, Pendleton and Central Business District neighborhoods. The initiative removed all parking requirements in the district, which aligns with the principles of Plan Cincinnati and larger planning and development goals.
- In conjunction with the Urban Parking Overlay District, the Parking Division and the Major Projects Team helped facilitate the implementation of a Special Parking Permit Program in the Over-the-Rhine neighborhood. The program gives residents in a designated section of OTR the option to purchase an annual pass for on-street parking.
- The Parking Division reduced the meter repair turnaround time from 5.17 days to 1.86 days through staffing and improved technology. Also, the division increased the overall on-street parking system uptime from 98.78 percent to 99.27 percent.
- The Parking Division increased on-street parking capacity by more than 100 spaces throughout the Central Business District, Over-the-Rhine and various Neighborhood Business Districts.
- The Parking Division implemented an on-street rate increase, better balancing the off-street and on-street pricing, creating approximately \$640,000 in new on-street revenue. Additionally, the division implemented an off-street rate increase, bringing the City-owned parking facilities in line with the market, creating approximately \$700,000 in new off-street revenue.
- Fussball Club Cincinnati, LLC, will construct a 21,000-seat Major League Soccer Stadium in the West End neighborhood of Cincinnati to house the FC Cincinnati team. Included in the project are various public improvements comprised of demolition, site preparation, infrastructure, etc., to facilitate the stadium's construction. Total estimated cost of the Private Improvements is projected to be \$217,695,490, while the total estimated cost of the Public Improvements is projected to be \$34,896,800.
- U.S. Bank will renovate its existing office space as part of a job expansion project. The Project will retain approximately 2,210 jobs and \$160.7 million in annual payroll at its their current location and will add 400 new jobs with an annual payroll of \$19.2 million.



- Pearl Capital Management, a developer based in Indianapolis, will renovate the Provident Building, an existing office building, into 160 market-rate residential apartments and all new commercial space on the ground floor. The total project cost is estimated at \$37.6 million.
- CED worked closely with the College Hill Community Urban Redevelopment Corp. (CHCURC) to acquire six properties along Hamilton and Cedar avenues in the College Hill Business District. The City provided a \$500,000 loan to CHCURC to purchase and reposition the properties, including the old Hollywood Theatre, for redevelopment.

Duke Energy Convention Center (DECC)

- The final month of FY 2019 ended the year on a positive note. With the last six months delivering the highest revenue performance in the history of the Center, the full year is one of the top three years under Spectra Venue management.
- DECC maintained its record of annually managing expenses under budget and drove revenue surpluses back to the city funding accounts.
- FY 2018 Survey Scores had Overall Satisfaction at 4.70 on a scale of 5.
- DECC was a recipient of the 2019 Winner of Facilities & Destinations Prime Site Award, for the 8th year in a row.
- DECC sustainability efforts continue to reduce event lighting usage by 65%, saving 763,239 kWh, equivalent to reducing 526 metric tons of CO₂.
- The DECC data for Indirect Expenses has an inclusion rate for the first half of FY 2019 estimated to be 47%.
- Modifications to Heating, Ventilation, and Air Conditioning (HVAC) systems in 2008 continue to save \$265,000 annually compared to the base year.
- The DECC diverted 45.44 tons of waste from landfills through upgraded composting and improved recycling efforts.
- Rooftop Solar array has generated 927,828 kWh of energy through March 30, 2019.
- The DECC (Spectra) hosted the 9th annual Queen City Blood Drive on Wednesday, February 13th. A total of 442 people participated in the blood drive. 384 units were collected, which included five platelet donations and two plasma donations. This success is due to DECC's event partnerships with the Cincinnati Cyclones, Tri-Health, the Flying Pig, and Fleet Feet.
- The 12th annual Fall Feast served nearly 9,000 meals. To assist efforts being made in the Cincinnati community to raise 5,000 coats and warm weather accessories for distribution at the event, the DECC held its 2nd annual coat drive that took place the week prior on the Elm Street bus lane. Over 500 items were collected in a seven-hour time frame.
- The DECC continues to build partnerships in the community and serve Cincinnati through various outreach efforts including: DECC Charity Committee Initiatives, ArtWorks, Cincinnati Public Schools "Toyful Joyful" event and the "Garden to Table" event where the DECC

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culinary team and Spectra staff provided guidance and information on careers and how to prepare meals to school aged children.

- The DECC carpeted the Junior and Grand Ballrooms, painted the Junior and Grand Ballrooms, replaced fabric wall panels in the Junior Ballrooms, and renovated restrooms in the Exhibit Hall.
- Significant upgrades were made to the DECC house Public Address (PA) system, including new amps and switches.
- The security camera upgrade was completed in 2018 and has improved surveillance capabilities.
- A new ArtWorks installation, Surface Wave, was installed on the third floor situated above the Albee Arch.
- The DECC staff completed all on-line training modules mandated by Spectra Venue Management including: Respect in the Workplace, Credit Card compliance, and Code of Conduct.
- The DECC staff maintained their CPR/First Aid/Automated External De-fibrillation (AED) certifications with 21 staff certified in 2018.
- 32 Spectra staff renewed their certified travel ambassador (CTA) certification.
- The DECC launched a new marketing campaign, Poppin' Up with Chef Chaney, to engage the community and drive new business.
- In partnership with Cincinnati USA, DECC sales representatives participated in the Washington D.C. sales mission in March 2019. The combined team hosted six separate events, made dozens of sales calls and hosted hospitality receptions for D.C MPI members. The next sales mission is scheduled for May 8-10 in Chicago, Illinois. Additionally, Health Professionals Network visited Cincinnati in April with 33 meeting planners. The DECC hosted an art tour and dinner for the group. Subsequently, two firm leads have been established and additional inquiries have resulted from this event.
- Repeat Convention business continues to confirm future dates. Six repeat conventions have requested and signed future contracts to return to Cincinnati thanks to the experience enjoyed in downtown Cincinnati and the Duke Energy Convention Center.
- Strategies to identify new/short-term business with partners at the Cincinnati USA Convention & Visitors Bureau and the hotels is currently underway with available FY 2019 and FY 2020 dates at the DECC currently under promotion. Results to-date include 4 new contracts representing 5,000+ future room nights and significant revenue for the Center.

Department of Economic Inclusion (DEI)

- Certified 46 Small Business Enterprise (SBE), Small Local Business Enterprise (SLBE) and/or Emerging Local Business Enterprise (ELBE) firms between July 1, 2018 and March 1, 2019, 29 of which are minority or woman-owned firms.



- Certified 66 Minority Business Enterprise (MBE) and/or Women Business Enterprise (WBE) firms between July 1, 2018 and March 1, 2019, for a total of 231 actively-certified MBE, Minority Women Business Enterprise (MWBE), and WBE firms of March 1, 2018.
- Reviewed 113 potential contracts for subcontracting opportunities as of March 1, 2019 and set mandatory MBE and/or WBE inclusion goals on 64 of those.
- Regularly monitored contracts higher than \$50,000 for progress toward mandatory MBE and WBE inclusion goals.
- Regularly monitored development projects on which developers committed to meet voluntary MBE and WBE participation for progress toward meeting those inclusion goals.
- Regularly monitored contracts with aspirational SBE subcontracting goals for progress toward meeting those goals.
- Presented quarterly Minority and Women Business Enterprise (MBE/WBE) Program Report for 2nd and 3rd quarters of CY 2018 and the first quarter of CY 2019.
- Presented year-end annual Minority and Women Business Enterprise (MBE/WBE) Program Report with detailed award, spend, certification and outreach data for CY 2018, including total MBE and WBE prime and subcontracting awards valued at more than \$15M, reporting progress toward attainment of voluntary MBE/WBE utilization commitments by developers on City-sponsored economic development projects, and reporting MBE and WBE prime and subcontracting spend of nearly \$20.2M in CY 2018.
- Presented quarterly SBE spend data reports, disaggregated by prime and subcontracts and by ethnicity and gender, for the 2nd and 3rd quarters of CY 2018 and the first quarter of CY 2019.
- Presented year-end SBE spend data report, disaggregated by prime and subcontracts and by ethnicity and gender and including year-end certification and outreach details, for CY 2018.
- Served 43 small, minority and women-owned businesses, 19 of which are currently City-certified, through DEI Business Training Center Information and Resource Classes Fall and Spring semesters as of March 1, 2019.
- Conducted in-person LCPTtracker instructional courses on 5 occasions between July 1, 2018 and March 31, 2019 to provide hands-on training for 18 City-certified companies working on prevailing wage projects on the process for on-line certified payroll reporting.
- Attended or conducted at least 31 SBE, MBE and WBE outreach events through February 28, 2019.
- Hosted monthly cable TV program "Gateway to Economic Inclusion," featuring certified firms and private and public partners for inclusion.
- Regularly monitored construction contracts for compliance with prevailing wage laws, resolved most underpayment issues in-house, and recommended one firm for debarment for failure to remedy underpayments.

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- Evaluated 226 procurements as of March 1, 2019 for prevailing wage applicability, making wage determinations for each procurement subject to prevailing wage.
- Conducted 57 bid reviews as of March 1, 2019 to advise the Purchasing Division regarding which bidders met or exceeded the MBE and WBE goals established for the procurement.
- Facilitated Economic Inclusion Advisory and Accountability Board (EIAAB) quarterly meetings, which were held on September 11, 2018, and December 12, 2018 (as of March 1, 2019), and served as Secretary to the EIAAB.
- The Department Director was recognized as Employee of the Year at the Mayor's State of the City address.
- Developed new electronic certification applications to allow vendors to provide all information through a single certification application for eligibility consideration under all the City's programs and a single renewal application for continued certification after the initial two-year period.
- DEI staff members served as members of RFP/Request for Qualifications (RFQ) evaluation committees between July 1, 2018 and March 1, 2019.
- In early 2019, DEI, Fifth Third Bank, and Local Initiatives Support Corp. (LISC) launched the Cincinnati Access Fund, a \$3.5 million loan fund designed to provide access to capital and technical assistance to small businesses in Cincinnati that are owned by minorities and women.

Enterprise Technology Solutions (ETS)

- Worked with the City's Information Security Officer in minimizing the potential for cyber-attacks by testing and configuring the City's Financial System (CFS) to run the required city inventory, monitoring, and antivirus protection solutions.
- Worked with the Finance Department to conduct an Audit of all users who access the City's Financial System as a best practices recommendation by the State of Ohio Auditors.
- Worked with the Enterprise Technology Solutions (ETS) Datacenter team to move the Financial System's hardware from physical devices over to the virtualized hardware in the ETS Datacenter together with the CHRIS and Digital Services Systems.
- Applied major upgrade to 1099 processing to maintain the system integrity, stability and for cyber complacency.
- Created new Professional Services Agreement and associated workflows in CFS, enabling the Purchasing Division to have better control of Service contracts and for enhanced accountability.
- Created an upload interface for department users to format and upload Purchase Orders that have dozens of lines instead of having to enter them manually in CFS. This is very helpful in the case of lengthy payments such as energy bills.



- Rebranded the Electronic Government project area into Digital Services, which focuses more on delivering web-based development services and solutions to facilitate city business needs more efficiently and effectively.
- Developed and enhanced the Police Online Records Request application, which allows CPD staff to receive and manage requests for CPD records. This solution has improved the ability for the CPD records team to better serve record requests from the Public and City/County prosecutors.
- Developed the Fire online Personal History Questionnaire (PHQ) which allowed approximately 1,500 fire recruit applicants to submit the required information online. Additionally, this solution allowed City staff to process those applications more effectively through improved reporting and administration of the submittals.
- Developed an Information Security Dashboard, which allows the City Administration to work with City agencies and Information Technology staff to address cyber issues as they relate to City systems.
- Worked with the City's Information Security Officer to test and apply the latest asset inventory, patch monitoring, and antivirus software to the CHRIS servers and infrastructure to minimize the risk of a cyber security event.
- Applied required application updates to maintain functionality, address processing errors, and ensure the system is compliant with all Federal, State, and local laws.
- Made the requested changes in the system to provide all Fire employees with CHRIS self-service user accounts to allow them to view their paychecks online and suspended the printing of direct deposit advices for nearly 900 Fire Department employees.
- Provided guidance and assistance for Risk Management's project to move to online benefits enrollment and administration.
- Ensured system availability, addressed technical issues, and provided supplemental functional support to ensure the successful payroll processing of 26 pay cycles for more than 6,000 full- and part-time City employees.
- Implemented Dance Hall licenses workflow as part of Accela Automation.
- Finalized functional requirements and RFPs for migration to new Accela Platform for remaining County Building & Planning workflows.
- Finalized functional requirements and RFPs for migration to new Accela Platform for remaining City Building & Inspection workflows.
- Updated the MSD permits plus workflow.
- Reviewed CAGIS base maps, including enhancements to the existing maps and design of the new base maps (night and vector).

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- Setup Envision environment for the Department of Transportation and Engineering. Redesigned Ready for Inspection program.
- Created web page for road contractors' reports. Created workflow and report web page for road contractors who do residential work.
- Supported the Cincinnati Health Vital Statistics interactive website.
- Used MadCap software to create user documentation for the Elevator Certificate work process in Accela Automation.
- Supported Hamilton County Great Parks in data collection for Emerald Ash Borer Tree Inventory and Treatment.
- Acquired most up to date aerial images to assist in decision making for CAGIS users. Various applications including GIS, permitting, and the Customer Service Request system will use the new imagery.
- Embedded mapping components in the Cincinnati Park Board website, the components include park boundaries, facilities, trails etc., which are maintained in CAGIS's enterprise GIS database.
- County Law Enforcement Applied Regionally (CLEAR) celebrated its 50th year of collaborating with the Hamilton law enforcement community.
- Purchased and deployed new laptops and docking stations for full replacement of those in 40+ law enforcement agencies in Hamilton County.
- Developed and implemented an ASAP-PSAP (Automated Secure Alarm Protocol - Public Safety Answering Point) Interface that will allow the delivery of alarm information to public safety dispatch centers via Law Enforcement Automated Data System (LEADS) messaging.
- Completed the upgrades from Windows Server 2008 to Windows Server 2012 for CLEAR and Web Services server.
- CLEAR staff, in conjunction with the ETS Network Services team, implemented a new Virtual Private Network (VPN) firewall to service the officers using the Mobile Data Computers (MDC) laptops.
- Maintained 99.6% reliability for the critical systems maintained by CLEAR during this time.
- Completed more than 1,700 Service Now/IT Service Requests.
- Tracked more than 7,000 IT Service requests via Service Now.
- Assisted other City departments with reducing the telephone costs by over \$5,500 per month (\$66,000 per year) City-wide by identifying and eliminating services that were no longer needed.



- Setup the framework for a best practice disaster recovery solution which will allow for prompt restoration of service in case of a catastrophe at the City's Centennial and City Hall Data Centers.
- Migrated many departments from physical servers to virtual servers to be also duplicated as part of the new disaster recovery solution.
- Added the "Report Phish" button to all emails received from outside the City, which enables staff to report suspicious emails that are then evaluated for threat determination.

Finance Department

- The Finance Department worked to maintain the City's strong credit rating with both major rating agencies:
 - Standard & Poor's maintained its rating at AA/Stable outlook.
 - Moody's maintained its rating at Aa2/Stable outlook.
- These ratings are critical to ensuring the City is able to place its debt at the lowest possible interest rates. Standard & Poor's report specifically cited "very strong management, with strong financial policies and practices" as a critical component of their rating.
- The Accounts and Audits Division completed the FY 2018 Comprehensive Annual Financial Report. The City was awarded the Certificate of Achievement for Excellence in Financial Reporting for the FY 2017 Comprehensive Annual Financial Report. This award has been received for the last 39 consecutive fiscal periods.
- During FY 2019, Payroll has issued approximately 105,000 payments over the first 18 pay periods of the year. The year end results reflect an error rate of only .0007%.
- Accounts and Audits coordinated the City's annual audit process with the Ohio State Auditor and received a clean unmodified audit opinion with minimal Management Letter Comments.
- The Income Tax Division continued to improve the tax collection process by concentrating on discovery of new taxpayers and increased compliance.
- The Voluntary Compliance Program team reallocated resources to programs that have been overlooked for a few years.
- In an effort to enforce tax laws, the State Tape Project was enhanced. Letters were issued to new residents of Cincinnati based on data obtained from the Ohio Department of Taxation.
- Income Tax Non-Filing Program first and second notices were issued to taxpayers with an active account that may have not filed a return in 2015 and 2016.
- The Income Tax assessment process was streamlined, eliminating the manual effort required to complete the state mandated certified mail requirement.

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- The compliance by legal action referral process was streamlined generating additional collections and referrals.
- Purchasing posted approximately 300 unique procurement solicitations to the City's Open Data Cincinnati site to date in FY 2019. In addition, Purchasing's Open Data portals remain some of the most actively viewed datasets, receiving more than 230,000 views.
- Purchasing worked with Greater Cincinnati Water Works to streamline a procurement process for the Lead Service Line Replacement Program (LSLRP), issuing over 60 purchase orders for work to date.
- Printing and Stores maintained turnaround times and volume above industry standards despite an increase in requisitions and a decrease in staffing levels. 4,912 requisitions and 323,902 pieces of outgoing mail have been processed in FY 2019 to date.
- Due to an RFP issued in FY18, Voya was put in place as the City's new Life Insurance, Long Term Disability, Accident and Critical Illness carrier. This change from the prior carrier not only led to a \$96,690 savings on the City-paid Basic Life Insurance premiums, but it also led to employee-paid premium savings of over \$490,000.
- The Life and Long-Term Disability RFP was leveraged to require the new vendor to provide an online benefit enrollment platform to the City at no cost. Voya committed to providing the CoCBenefits.com enrollment site, at an annual value of \$240,000, at no cost to the City. CoCBenefits.com was used for open enrollment in October of 2018 and assisted with significant advances in the City being able to track and report on numerous data points related to benefits enrollment and eligibility.
- The City issued a Medical RFP in December 2018 requesting bids for medical, pharmacy, city physician services, bundled medical services, and HRA, HSA, FSA, and COBRA Administration services. The contracts, when awarded, are anticipated to save the City over \$1 million annually.
- The City of Cincinnati was named one of the top 100 Healthiest Employers in Greater Cincinnati by the Cincinnati Business Courier. In addition, the City was recognized by the Health Business Council of Ohio as a Silver Award winner, and by the American Heart Association as a silver-level health achievement workplace.
- The Finance Department completed three financings needed to fund the approved FY19 Capital Improvement Program, which includes funding for the Capital Acceleration Program.
- \$35.9 million in General Obligation Tax-Exempt Improvement Bonds were sold competitively, which resulted in an aggregate all-in true interest cost of 3.23%.
- \$10.25 million in Economic Development Revenue Bonds were sold through a negotiated sale, resulting in an all-in true interest cost of 3.97%.
- \$9.1 million as planned in the Capital Acceleration Program was financed as a Bond Anticipation Note through a competitive Request for Proposal process, resulting in an all-in true interest cost of 2.40%.



- The Treasury Division of Finance helped create a universal portal for approximately 15 City agencies. Each agency is now able to submit separate FEMA grant applications to apply for reimbursement for expenditures that were incurred during the floods of February 2018. Agencies now can utilize the portal, choose only the necessary information needed specific to their individual projects, and submit a completed application to FEMA.
- The Finance Department managed the investment of approximately \$982 million of idle cash resources generating interest income of more than \$11 million in a rising interest rate environment. The General Fund earns approximately 28% of interest income.

Fire

- Coordinated activation of the Emergency Operations Center (EOC) for a total of 9 events including the 2018 flood.
- Conducted three after-action response meetings with city departments to improve future response.
- Continued to revise the city of Cincinnati Emergency Operation Plan (EOP) including 15 emergency support function annexes.
- Continued to work on a fire hydrant database that will reduce the time needed for hydrant service and repair.
- Conducted over 30 Stop the Bleed classes for fire companies, schools, private companies, and other government agencies.
- Facilitated 10 CPR classes for schools and private businesses.
- Conducted 70 polygraphs for potential fire and police candidates.
- Performed 20 vulnerability assessments for local business and government agencies in conjunction with the Cincinnati Police and Hamilton County Sheriff.
- Completed Fire Officer Training, Fire Apparatus Operator (FAO) Training, and mandatory AR 25 Training.
- Completed the State Fire Inspector Update.
- Developed a hood exchange program.
- Began developing new "Active Shooter" procedures and issued all members ballistic vests.
- Began distributing Heroin Assistance cards.
- Purchased 44 new LifePak 15 monitors, 16 Lund University Cardiopulmonary Assist System (LUCAS) devices, and 16 McGrath video laryngoscopes.
- Purchased new Safety Pad hardware and software.



- Evaluated the LUCAS automated CPR device.
- Managed two separate Quick Response Teams (QRTs) with Talbert House and CPD.
- Expanded the "Stop-the-Bleed" campaign.
- Paired all Cincinnati Public Schools with a fire company in the Rotary Vocational Day.
- Received, outfitted, and placed the new Fire Boat 3 in service.
- Trained 27 members to Fire Boat Crew Certification standards and 15 members to Fire Boat Operator Certification standards.
- Awarded Port Security Grant to replace Zodiac 9, Water Rescue Equipment, purchase Global Positioning System (GPS) system for Search and Rescue Operations, and equipment to repair and expand AIS capabilities on the Ohio River.
- Received Assistance for Firefighters Grant (AFG) for LifePak 15 monitors
- In 2018, the Fire Investigation Unit responded to a total of 421 incidents. In 2018 Environmental Crimes responded to a total of 114 incidents.
- Held 160 Public Education Events
- Inspected 65 tanks of different types for a total of \$13,681.35 in revenue
- Trained two Fire Cadet classes (summer and winter) for a total of 48 Cadets exposing youth to the Fire Service.
- Finished the AFG for Officer and FAO training, improving the leadership of our company officers.
- Successfully mediated 8 cases; zero of which result in arbitration.
- Worked with City HR for two promotional tests, Captain and Fire Apparatus Operator (FAO).
- Helped create the Women's Employee Resource Group (ERG) to improve the working environment for all protected characteristics.
- Revised Still and One-alarm response criteria.
- Conducted SWP Conferences.
- Developed and implemented the Forcible Entry Forms.
- Reduced the open National Fire Incident Reporting System (NFIRS) reports from 500 to less than 100.
- Instituted the overtime (OT) text message system.



- Completed Unit Based Company Inspections.
- Revised the Fire Response Storm Plan with EMD.
- Implemented new accountability tags to the District Vehicle.
- Revised Extra Alarm Report F-46.

Health Department

- Improved the City's digital engagement by increasing followers on Facebook by 69%, Twitter by 24%, and Instagram by 144%.
- Through the advocacy of the Health Promotion and Worksite Wellness Program and the Creating Healthy Communities Coalition, City Council passed a Tobacco 21 ordinance on December 12, 2018. The Tobacco 21 ordinance raises the minimum legal sale age of tobacco, including e-cigarettes, and tobacco products to 21 years in the City of Cincinnati.
- The active living subcommittee along with residents and stakeholders have been exploring how to make improvements in the area of pedestrian safety in priority communities.
- Creating Healthy Communities Coalition-Cincinnati Health Department was able to establish work teams in priority communities to create plans around pedestrian safety and transit improvement. The work teams were able to identify problems that should be addressed such as metro bus schedule readability, accessibility to community recreation centers, jobs and health care facilities.
- At its November 2018 meeting, the Cincinnati Recreation Commission (CRC) Board of Commissioners approved a new Breastfeeding Support Policy, which includes the creation of a designated breastfeeding/lactation space at each of its 23 locations.
- Recommended breastfeeding/lactation room specifications were provided to the CRC renovation architect, along with a recommendation to conduct focus groups in the community regarding the room layouts, interior design/lighting, and included amenities.
- The Evaluation Subcommittee of the Creating Healthy Communities Coalition created a Disability and Diversity Inclusion Statement.
- The Technical Environmental Services program was awarded a \$14,240 Mosquito Control Grant from the Ohio Environmental Protection Agency in 2018. These funds will be used to help pay for mosquito surveillance, larval control, and public education efforts to combat West Nile Virus and Zika mosquito-borne disease.
- The Food program conducted nearly 8,000 food safety inspections, re-inspections, and complaint investigations at Cincinnati restaurants and food stores and completed 226 plan reviews for new facilities.
- The Food Safety Program performed its first commissioner-authorized food facility license renovation, per a resolution initiated by the Environmental Health Director in 2017.

Operating Budget Summary

FY 2019 Accomplishments



- The Environmental Waste Unit office conducted over 2,148 inspections/re-inspections to enforce the removal of unlicensed junk vehicles from private residential property in 2018.
- Conducted home visits of children with lead of 5-9 ug/dL (approximately 110 kids/year) and those greater than 10 ug/dL (approximately 65 kids/year) and above; and providing case management.
- Collaborated with the Cincinnati Water Works (CWW) in providing additional funding to replace the lead in pipes through the Department of Housing and Urban Development (HUD) grant.
- Received two grants for \$10,000 each from the Ohio Department of Health for social media outreach.
- The Healthy Homes office licensed 5 new hotels in 2018; an increase over the previous year's record amount of 4 new licensed hotels.
- The Healthy Homes office entered into a new contract with the Ohio Department of Commerce, Division of Industrial Compliance to conduct environmental inspections.
- The Family Health Division received funding for the Title X Reproductive Health and Wellness Program (\$600,000) to implement preventative health services in health centers.
- Awarded the Cribs for Kids grant in a competitive selection process and have expanded the program to include several community partners (\$59,000) and an additional \$5,000 to implement breast feeding support for the creation of breastfeeding policies for community partners.
- Awarded a Health Resources and Services Administration (HRSA) grant (\$280,000) to implement medication assisted treatment in the CHD health centers.
- 13 School Based Health Centers serving 14 schools provided:
 - Wellness and primary medical care for 9,970 students receiving 32,590 well and ill visits, including 10,180 vaccinations;
 - Vision care visits for 3,849 students, dispensing glasses for 2,653 students; and
 - Dental care for 9,963 patients seen and 19,668 visits
- The School Health Nursing Program achieved immunization compliance of 91.64% for all Cincinnati Public Schools (CPS) students and conducted control tests for 3,331 students with asthma to assist/confirm that 82% are well-controlled with medication.
- Vision services were expanded for Pre-K Early Learning students ages 3-5.
- Oyler Vision Center rolled out EPIC module for vision services, automating processes and improving efficiency



- Oyler Vision Center was awarded the Healthy Eyes Healthy Children grant of \$5,000 from the Ohio Optometric Association.
- The Academy of World Languages (AWL) Vision Center was awarded a grant of \$303,000 from OneSight for equipment and first year, startup costs.
- Dental staff served 19,573 patients with 46,010 visits.
- A four-chair dental center was opened in October 2018 at the Academy of World Languages School in Evanston. This new school-based center will serve 2000 children and community patients each year. These children would otherwise not have access to dental care.
- Four CHD dentists presented at a national school-based health conference highlighting the collaborative work the medical and dental staff are accomplishing in the school-based health center setting.
- A City of Cincinnati specific data profile was included for the release of the 2019 Regional Community Health Needs Assessment (CHNA) and available for community use in the Urban Health section of the CHNA.
- City of Cincinnati data on the opioid epidemic, infant mortality and lead exposure in Cincinnati children were presented at the national 2018 American College of Epidemiology (ACE) conference in Cincinnati, Ohio.
- Conducted case and contact investigations for 1,873 verified cases of mandated reportable diseases, including 93 confirmed cases of hepatitis A.
- Investigated and halted 20 outbreaks.
- Activated the Health Department's Emergency Response Plan to coordinate CHD's response to the newly identified hepatitis A outbreak in the city.
- Held 25 clinics to vaccinate over 250 contacts of known cases and 24 clinics to vaccinate 300 individuals at high risk of exposure and illness.

Human Resources

- Human Resources completed the review of Administrative Regulation 25 (Non-Discrimination and Sexual Harassment) and through the Talent Development Campus, oversaw the training of 5,848 city employees on the revised Administrative Regulation 25. Other training numbers include: over 2,000 employees trained in Active Shooter Awareness, over 300 employees in the HR Leadership Series, 62 trained in Corrective Action, and over 300 employees were trained in New Employee Orientation, among other training conducted throughout the year.
- Human Resources, Employee Services also trained over 30 new Hearing Officers to conduct Pre-Disciplinary Hearings across the city.
- Human Resources, Employee Services negotiated a one-year contract with the Building Trades bargaining unit and has begun negotiations for successor collective bargaining agree-



ments with all the other city unions, beginning with the International Association of Fire Fighters (IAFF) bargaining units.

- Human Resources began using the City's Service Now Work Order system to track all requests for service for Cincinnati Human Resources Information System (CHRIS), Board-Docs, NEOGOV, and all other Information Technology (IT) Support. In 2018, 1,076 work orders were received and 1,022 or 95% were closed complete.
- Human Resources received over 659 requisitions and filled 445 of them. There were 407 job postings, 25,462 applications received and reviewed, and 47 exams administered.
- The vacancy fill rate increased slightly from the previous year's average of 67 days to 77 days.

Law Department

- Drafted and transmitted 342 ordinances and resolutions, not including associated B-versions and floor amendments.
- Issued 154 written legal opinions.
- Coordinated responses to 177 public records requests involving searches of City employee email accounts.
- Processed 1,293 requests for legal services.
- Total collections for FY 2019 is on track to exceed \$3 million goal, which has been exceeded for the past 2 years and represents a consistent 200% increase from FY 2016 due in large part to improved staffing.
- Collections had some remarkable large settlement payments, including a \$94,500 settlement payment in November 2018 from Nationstar and \$117,875 in three settlement payments in 2018 from Citi.
- Implemented a new collection software system, CSS Impact, which has allowed the Collections Division to streamline its daily processes, including case planning and referrals to outside counsel, and allows Collections to run instantaneous financial analyses and conduct internal and external audits.
- The Collections Division and its outside counsel consistently recover debt at a rate higher than the national average.
- Quality of Life ("QoL") has been deeply engaged with Cincinnati Metropolitan Housing Authority (CMHA), with the goal of reducing the outstanding code violations at CMHA properties City-wide. Through monthly meetings, intensive research, and ongoing discussions, CMHA code violations have been reduced by 95%.
- Through increased staff focused on chronic nuisance enforcement, QoL has been able to increase the quality of cases related to illegal liquor operations/sales; illegal night clubs; and prostitution and human trafficking.



- Nuisance litigation in the Mt. Auburn neighborhood related to the gateway flatiron building directly resulted in plans for a large-scale development of this and adjacent properties, which has already reduced blight and will likely result in reactivation of this key corner in the neighborhood's business district.
- QoL has taken on criminal prosecution of housing court violations and all work related to liquor licenses/objections, which has resulted in streamlined processes for both and more nuanced cases/objections.
- CPD referrals have resulted in the closure of notorious drug-houses and with increased staff, more cases are being brought than ever before.
- Preserved 31 low-income affordable rental housing units through PE Jacon litigation and mediation with HUD and local affordable housing developers.
- Appointed receiver in contested action to abate nuisance conditions at 99-unit rental property in Mt. Airy; capital repairs include new roofing, new boiler/heating systems, and remediation of black mold and water damage; this action preserved these low- to mid-income housing units.
- Following successful litigation with two large-scale land installment contract purveyors, QoL attorneys worked closely with community members and council in drafting enacted consumer protection legislation.
- In coordination with CPD's PIVOT strategy, Law has initiated enforcement involving 12 properties in the last year.
- Through CMHA and other affordable housing providers, QoL attorneys have engaged residents' councils at several complexes to ensure they are aware of City services and know how to obtain legal representation. In addition, through the Buildings and Police Departments, QoL staffs both landlord and tenant training programs across the City throughout the year as part of the effort to ensure residents have safe and healthy homes.
- Nuisance litigation with Downtown Property Management resulted in owner's expenditure of \$1M in improvements to rental properties on Hawaiian Terrace in Mt. Airy.
- Judgments awarded, settlement agreements, and/or recovery of over \$1.3M in nuisance litigation, including:
 - \$117,276.77 judgment entered against Defendant 2414 Morgan Development, LLC;
 - \$578,801.23 judgment entered against a notorious slumlord in Sedamsville;
 - \$117,051.94 judgment entered against out-of-state landlord/owners of severely nuisance properties in Avondale and Camp Washington;
 - \$193,896.45 judgment entered against long-time owners of nuisance properties in the North and South Fairmount neighborhoods;



- \$100,000.00 settlement agreement entered for recovery of fines related to 12 nuisance properties, including abatement of said nuisances;
 - \$60,000.00 settlement agreement regarding crime and housing conditions for rental properties on Hawaiian Terrace, which includes payment for surveillance equipment on site for CPD use;
 - \$56,967.08 recovered from sale of long-time vacant nuisance property in Walnut Hills that is soon to come on line as residential housing; and
 - \$40,000.00 recovered for GCWW in Mt. Airy nuisance litigation.
- Structured transaction, drafted and negotiated multiple necessary agreements and related documents to create a loan loss reserve program, Cincinnati Access Fund, with a particular emphasis on minority-owned and women-owned businesses that do not have readily available access to capital. The City invested \$2 million in this program.
 - Structured transaction, drafted and negotiated multiple necessary agreements to facilitate the \$100+ million mixed-use project that will begin development of the "Innovation Corridor" in Avondale, Corryville, and Walnut Hills.
 - Structured transaction, drafted and negotiated multiple necessary agreements to facilitate a \$117+ million mixed-use project at 4th and Race that will result in development of approximately 264 apartments, a 584-space parking garage, and 22,000 square feet of retail and commercial space in the City's urban core.
 - Structured transaction, drafted and negotiated multiple necessary agreements to facilitate \$250 million FC Cincinnati Stadium project in the West End, including facilitating a property exchange between FC Cincinnati and the Board of Education of the City School District of the City of Cincinnati.
 - Structured transaction, drafted and negotiated multiple necessary agreements to facilitate a \$16+ million hotel project at 3rd and Main that will result in redevelopment of three vacant historic buildings into an approximately 61,500 square foot, 100-room hotel in the City's urban core.
 - Structured transaction, drafted and negotiated multiple necessary agreements to facilitate a \$40+ million mixed-use project at 12th and Sycamore that will result in development of a surface parking lot into approximately 148 apartments, a 134-space parking garage, and 6,960 square feet of retail and commercial space in Pendleton.
 - Structured transaction, drafted (amended) and negotiated multiple necessary agreements, to facilitate \$29+ million mixed-use project including 106 apartments, 5,000 square feet of new construction retail space, and 13,500 square feet of new construction commercial/office space, retail facade improvements, and renovation of the City's Braxton Cann Health Clinic that will revitalize the main intersection in the Madisonville Neighborhood Business District.
 - Reviewed and approved at least 121 dismissals and suspensions of employees.



- Resolved at least 20 administrative charges of discrimination filed by the EEOC and/or OCRC with a total payout of less than \$10,000.
- Successfully argued for dismissal of a federal discrimination lawsuit which resulted in a decision in favor of the City, with a \$0 payout (Prophett v. City - Fire).
- Successfully argued for dismissal of a federal discrimination lawsuit, resulting in a low-dollar settlement (\$7,000) on appeal (Dunaway v. City - Police).
- Successfully argued for defense decision on summary judgment in a federal discrimination lawsuit resulting in \$0 payout - potential exposure closer to \$200K - \$300K (Police).
- City attorneys have moved for dismissal in several cases which either resulted in the Judge completely dismissing the case or the Plaintiff voluntarily dismissing the case, all with a \$0 payout.
- Aggressively mitigated City's payout of attorneys' fees including in City v. Greenacres: Greenacres moved for \$869,324 in attorneys' fees but trial court awarded \$32,074 (this is currently on appeal to First District).
- Law has continued to pursue a resolution to the expiration of the 1968 Agreement between the County and the City so that the community's sewer assets are operated and managed in the most effective and efficient manner. The litigation between the County and the City is currently pending in the United States Court of Appeals for the Sixth Circuit, where the City is seeking to reverse a federal district court decision that extended the 1968 Agreement indefinitely, and in the federal district court to prevent the County from usurping the City's role as sole operator and manager of the Metropolitan Sewer District (MSD). In addition, Law continues to manage the City's legal compliance with the MSD Consent Decree obligations.
- Prosecuted approximately 44,000 cases during calendar year 2018 - an approximate increase of 9.3% from calendar year 2017.
- Secured approximately \$283,378 in court-ordered restitution for victims of misdemeanor crimes in calendar year 2018.
- Had a conviction rate of over 90% for OVI cases in calendar year 2018.
- Handled a total of two vehicular homicide/manslaughter cases in calendar year 2018.
- Actively handled 28 additional new appeals to the First District Court of Appeals during calendar year 2018.
- Diverted 160 non-violent individuals from obtaining criminal records in calendar year 2018 through Prosecution Diversion program.
- Secured approximately \$23,000 in restitution for crime victims through Prosecution Diversion program.
- Worked with Ohio Justice and Policy Center to facilitate three Safe-Harbor Expungements in FY19.



- Developed an internal notification system to ensure crime victims receive mandated legal rights notices pursuant to state legislation, which passed in 2018 (Marsy's Law) and local court rules established in 2018.
- Proactively contacted at least 3,500 victims of Domestic Violence and other violent offenses, successfully contacted nearly 1,000 and of this number nearly 200 appeared in court through implementing victim advocate resources as part of DV Initiative in collaboration with CPD and other community organizations.
- Handled 19,410 body-worn camera videos, which amounted to 5,128 hours of footage to review during calendar year 2018.
- The Office of Administrative Hearings (OAH) is on target to conduct over 1,800 administrative hearings and review over 900 mitigation requests in this fiscal year.
- OAH implemented new interim summaries and more detailed final decisions to assist departments and citizens in abating nuisance properties, code violations, and other housing issues.
- OAH collaborated with other departments to address additional types of violations including improper tethering of dogs, duty of care for dogs, and conflict parking violations.
- Administrative Hearing Fees are now assessed on building code, health code, litter, tall grass and other code violations to help recoup OAH costs.
- The Law Department has provided great value added towards the development and implementation of the Lead Service Line Replacement Program. Following the very public health crises of lead in water in Flint, Pittsburgh, Newark and Sebring, the City administration and council unanimously determined to proactively eliminate lead service lines in the GCWW distribution system. This has included amending the Cincinnati Municipal Code (CMC) to add provisions to prohibit lead service lines and developing contracts and processes to assist private property owners to finance lead service line replacement by spreading payments over time as a property assessment. Law supported the development of a program to help low income property owners with replacement costs, help make replacement costs more affordable to Cincinnati property owners through assessment financing, and to expand financing options for GCWW customers that are residents of other municipalities and townships through cooperation with those governments.
- Amid the increasing reports of cyberattacks on local governments, Law assisted in the negotiation of contractual language and purchase of cyberinsurance to protect from and address risk of loss as to information associated with Greater Cincinnati Water Works customer accounts and critical infrastructure information.
- Law supported the City in multiple aspects related to stabilizing the hillside above Riverside Drive. This included assisting the administration with emergency procurement and negotiation of design-build contracts in the value of \$20 million that enabled construction of retaining walls to protect water, sewer, and energy utility infrastructure. The area 1 and area 2 projects were each substantially completed in 6-9 months.
- Processed 137 title requests.



- Closed on 13 purchases of property.
- Closed on 45 sales of property, up 47 % from prior year.
- Contracted or performed 91 acquisition related appraisals, up 51 % from the prior year.
- Completed 58 appraisals and reviews including sales and leases.
- 117 Revocable Street Privileges (RSP) applications were processed.
- 77 RSPs were executed.
- 125 Coordinated reports were processed.
- 347 requests for recording documents were fulfilled, up 25% from the prior year.
- Approximately 73 Ordinances were prepared.
- Provided seven Site Title Opinions for the Greater Cincinnati Water Works (GCWW) & MSD.

Cincinnati Parks Department

- The Ohio River rose above flood stage three times during the winter months in January and February 2019. The Cincinnati Parks Waterfront, Central and East district teams evacuated equipment, supplies, and offices before the water crested. They also built flood walls and filled and piled sandbags to keep the waters from flooding the Rowing Center, stair column and parking garages.
- Staff responded swiftly to multiple storm events during the months of November, January, and February. This included ice storms, rain storms, and snow storms, resulting in trees and branches down, floodwaters, and snow/ice on roads and sidewalks. Staff steadfastly cleared roads, parking lots, and sidewalks of trees, storm drains, and treated and plowed sidewalks.
- The Park Board's Smale Riverfront Parks (SRP) team was presented an Ohio Parks and Recreation Association award in the conservation category. The system of gardens and trees installed in SRP was highlighted for its native diversity and its habitat for birds. It was also recognized as a level 2 arboretum for its diversity of trees.
- An emphasis has been placed on activating community parks spaces. Partnerships have been formed and Parks is working with a variety of community groups to help produce family friendly community events and activities within parks. This has included reviewing and making improvements to the reservation fee structures and policies at community and riverfront parks to promote usage.
- Sawyer Point will be home for a new series of summer long concerts and other themed events throughout the summer which will fill the riverfront with family fun and music. To encourage healthy food availability, and to bring the community together, Farmers Market vendors are being organized for a spring start at several parks through partnership with Cincinnati Parks including the Castellini Esplanade at Smale Riverfront Park, Northside, Stanbery, Sayler Park and Hyde Park Square.

Operating Budget Summary

FY 2019 Accomplishments



- The website has been redesigned to make it easier for the public to reserve a facility, volunteer, gather information or request a service on a computer or a mobile device. The site has also been modified to be better accessible to those with disabilities and an action plan developed to ensure this remains so for the future. The outreach efforts of the department to share information about park spaces, program, events and services have been diversified to better ensure all segments of the City's population are made aware of what is available.
- Cincinnati Parks accounts now have over 57,000 followers and receive 18,000 engagements a month. Twitter has over 32,000 followers and Instagram over 13,000, an 84% increase. This has helped lead to among other things, enhanced ticket sales for various revenue producing events such as Krohn Conservatory's Botany and Brews, up 275% over last year.
- A new inventory and tracking system was established at the Sinton Avenue warehouse where maintenance and cleaning supplies, equipment and tools are stored to increase efficiencies and accountability.
- Volunteerism was alive and well in Cincinnati Parks as groups from all ages, backgrounds and affiliations worked to mulch, remove harmful invasive species, install gardens, plant trees and more. Cincinnati Parks is on pace to exceed the 59,801 volunteer hours logged in FY18 and valued at \$1.49 Million.
- Krohn Conservatory attendance and revenue has continued climb. Overall, CY 2018 showed a 15% increase in attendance and the Krohn butterfly shows continue to receive international recognition. Staff designed and implemented new events to attract adult audiences looking for educational and entertaining evening things to do including the All Hallows Eve, Krohn Grown Ups, Botany and Brews and Love in Your Backyard.
- At the neighborhood's request, new play equipment was installed to replace the outdated play structure in Lower Fairview.
- Park staff has been working with the surrounding neighborhood organizations, residents and stakeholders of Burnet Woods to enhance a park advisory council structure and to follow-up on key park improvement issues raised at community conversations. Also, the Parks Foundation has kicked off a fundraising campaign and a lead donor has come forward.
- The Park Board worked with the Camping & Education Foundation to develop a joint program to operate an Urban Wilderness Center focused on youth training and nature education.
- A new playground was installed, and a formerly closed trail and stairway was renovated and reopened at the Bellevue Park to provide new access to the park from a part of the neighborhood which only had indirect access previously.
- A concept plan for re-landscaping the Mt. Storm Park was developed, and the plan and its implementation were privately funded.
- By working with the community, first phase improvements were completed (shelter, walking loop, drinking fountain and parking) and the second phase of improvements are underway at the Inwood Park.



- The addition of a new garden at the Vietnam Memorial was completed and supported with private funding in Eden Park.
- A concept plan was developed for Tom Jones Commons to create new walkways, landscaping, picnic areas and play areas to be accomplished in Eden Park thanks to private funding.
- To address heavy erosion issues near the Mirror Lake Gazebo staff re-established the hillside with soil, sod, and rock and opened the view into Mirror Lake from Eden Park Drive.
- Staff designed and executed a renovation plan for the Galbraith Memorial at Twin Lakes in Eden Park.
- The aging playground at Valley Park was replaced.
- At the Smale Riverfront Park, new gardens and trees were installed on mounded areas west of the Roebling Bridge. Volunteers helped staff plant trees, shrubs, and perennials to beautify the area and add diversity.
- Parks worked with the community council, residents, stakeholders and the redevelopment corporation on trail development, streambank restoration and invasive removals and applied for a State grant to construct trails and restore Little Duck Creek in Bramble Park.
- The "Go Vibrant" organization, working with Parks, the community and Artworks, painted a series of "activation" features in the park. These include a novel "hopscotch/twister" feature next to the playground, and dance steps near the overlook at Fleischmann Garden.
- The Westwood Town Hall Park renovation and expansion was completed including a new community plaza across the street from the park.
- As a result of a community initiative, the State granted Parks \$352,000 for a new pavilion in Stanbery Park. Design for the new pavilion is underway.
- A contract was executed with a Construction Manager to build the new boat dock at the Smale Riverfront Park and the project proceeds with completion expected by June 2020.
- Thanks to a donation from an adjacent property owner, a series of trail improvements were carried out in the French Park with the work being done by the newly reestablished Park Trail Crew. The Trail Crew also worked to restore trails in several other parks.
- The Showboat Majestic sold for \$110,000 and will be restored and used as a theater in Manchester, Ohio.
- Thanks to a State grant and private funding, the Ault Commons project was completed. The project consists of a new walking loop, landscape, seating, a series of exercise equipment stations, and an accessible woodland walk.
- The reconstruction of Lytle Park was underway at year end. The project to renovate the park was funded by Western Southern and the Ohio Department of Transportation (ODOT), coming after years of community-based planning and design. The renovated park will include a



new fountain and running path, a playground, new landscape and walkways, and new lighting and utilities.

- The mountain bike/mixed-use trail project in the Mt. Airy Forest was carried out by volunteers working with the Cincinnati Off-Road Alliance (CORA). This is the park system's first mixed-use mountain bike trail.

Cincinnati Police Department (CPD)

- The Cincinnati Police Department Body Worn Camera (BWC) program concluded its second full year of deployment in 2018. In December of 2018, CPD officers recorded the Department's 1,000,000th BWC video. CPD officers have recorded 169,288 hours of BWC videos from initial deployment through 2018, which utilized approximately 303 terabytes of cloud storage. The Department anticipates deployment of the next generation Axon Body 3 BWC during the 3rd quarter of 2019 at no cost to the City.
- The Department continued to proactively train the Civil Disturbance Response Team (CDRT) to maximize public safety.
- The Cincinnati Police Department's Collaborative Agreement Compliance Unit added a Compliance Agreement Sustainability Manager to coordinate with partners and organizations.
- The Department's Community Relations Squad continues to work in partnership with a variety of community stakeholders to address items such as human trafficking, immigration, LGBTQ issues, and community volunteers.
- The Emergency Communications Center (ECC) has continued to make improvements which include an increase in staffing, the implementation of Smart 911, a West 911 Call System update, an update to Computer Aided Dispatch (CAD) codes to include "unknown trouble" and "ShotSpotter follow-up", implementation of Text to 911, a review of ECC IT, a review of headsets, improvements to in car-mapping capabilities, plans to integrate ShotSpotter to the current CAD system, and GPS App availability on all Mobile Data Computers (MDCs). Additionally, ECC has added a dedicated Training Manager, implemented the PowerDMS Policy Management System, and maintenance of average call times that exceed national standards.
- Federal Bureau of Investigation (FBI) Task Force - In June of 2018, as a result of the Cincinnati Police Department working in conjunction with the FBI, a federal grand jury charged 11 individuals in a fentanyl, ketamine, cocaine, heroin, and money-laundering conspiracy. The indictment also involves allegations of operating drug involved premises, wire fraud and structuring, through a 20-count superseding indictment. Sixteen homes, valued at approximately \$1.2 million, were named in the indictment as properties potentially purchased with drug proceeds or through other illicit means, including homes in Cincinnati, Fairfield and West Chester, Ohio.
- In 2018, the Cincinnati Police Department installed sling mounts and slings on the Department's 375 shotguns. Each department member was instructed in their use and received hands on training on how to operate the shotgun with the sling. Officers were trained on transition drills from Pistol to Shotgun and back to pistol.



- The Intelligence Unit has embraced the concept of a multidisciplinary response to combating crime and violence in Cincinnati communities. All squads participate in this comprehensive enforcement approach which include federal (FBI, Bureau of Alcohol, Tobacco, and Firearms (ATF), US Attorney) and local (Cincinnati Police, Hamilton County Sheriff's Office, Bureau of Criminal Investigation (BCI), Adult Parole and Probation) participant partners, providing an organized system of intelligence sharing and coordinated operations amongst several agencies. Some of the highlights from 2018 include:
 - The Real Time Crime Center monitored 295 events, fulfilled 1,828 camera requests and 956 records requests. They published 59 awareness/safety bulletins, conducted 131 person-of-interest summaries, and assisted with 128 outside agency requests for assistance.
 - The Homeland Security Squad conducted 30 risk assessments, produced 342 awareness/safety bulletins and fulfilled 650 requests for information. The FBI Joint Terrorism Task Force monitored 13 events and conducted 25 investigations.
 - The Ohio Attorney General Organized Crime Investigations Commission Task Force (OCIC) focused on impacting violent crime locally by reviewing regional homicide "cold cases". OCIC made 12 arrests in 2018, executed 41 search warrants, seized 21 firearms and 6,811 grams of marijuana.
 - The Investigative Support Squad (ISS) provided support via technology and surveillance for districts/sections/units. In 2018, ISS participated in 10 dignitary protection details, assisted with 1,224 electronic court orders/search warrants and reviewed 629 Project Disarm cases.
 - The ATF Violent Crime Task Force focused on impacting violent crime locally by identifying, arresting and prosecuting armed violent offenders and those persons trafficking or possessing firearms illegally. In 2018 the ATF Violent Crime Task Force made 45 arrests, seized 116 firearms, executed 15 search warrants, processed 1,832 crime scenes for National Integrated Ballistic Information Network (NIBIN) evidence, and generated 349 NIBIN leads.
 - All squads associated with the Intelligence Unit took an active role during the Fountain Square/Fifth Third Bank critical incident, from initial response through coordination of federal resources and follow up investigations.
 - Since the Summer of 2018, the Financial Crimes Squad has been aggressively promoting an information campaign regarding elderly fraud abuse. This campaign has used both traditional and non-traditional methods to include media and radio, Facebook Live, media telethons, and information dissemination through the Meals on Wheels program. In conjunction with this information campaign, Financial Crimes personnel have collaborated with the Better Business Bureau, Council on Aging, and the Federal Trade Commission. At the end of 2017, the Financial Crimes Squad investigated a total of 58 cases. At the end of 2018, the Financial Crimes Squad investigated a total of 32 cases.
- The Department's Military Liaison Group (MLG) has grown to include the Cincinnati Fire Department, The Hamilton County Sheriff's Department, Green Township Police Department, Tri-State Veterans Community Alliance, and the Easter Seals Veterans program.
- The Cincinnati Police Department created the Mountain Bike Squad to respond quickly to rapidly evolving incidents.



- The Cincinnati Narcotics Unit and the Drug Enforcement Administration (DEA) targeted a drug trafficking organization responsible for shipping kilogram amounts of illicit narcotics from California and Mexico into the Greater Cincinnati area. On September 17th, 2018, with assistance from the DEA, the Ohio State Patrol, and the Cincinnati Special Weapons and Tactics (SWAT) Team, the Cincinnati Narcotics Unit executed multiple search warrants resulting in the arrests of six individuals for their involvement in the aforementioned DTO. On October 1st officers executed a second round of warrants resulting in the arrest of four individuals for their involvement in this same drug trafficking organization. The arrests, along with the recovered illegal narcotics, are significant considering the fatal / nonfatal overdoses that continue to plague this area. The lab results confirmed that a large portion of the recovered narcotics were a deadly mixture containing a variety of fentanyl, heroin, cocaine, valeryl fentanyl and tramadol. Members of this organization will be prosecuted in the Southern District of Ohio. The estimated street value of the narcotics recovered is approximately \$1 million.
- The Department has fully embraced the National Integrated Ballistics Information Network (NIBIN). NIBIN is now being used in a Regional Capacity. The Department has trained twelve separate agencies from Kentucky and Ohio to connect crimes previously not associated. The system has already tied guns recovered in other jurisdictions with crimes committed in Cincinnati.
- The Cincinnati Police Peer Support Team made strides in addressing police wellness in an effort to improve mental health for police officers. These efforts included providing training to all sworn department members on signs, symptoms and treatment of trauma exposure; establishing a long-term critical incident response protocol; increasing information, networks and resources for mental health support; and establishing a 24/7 hotline for department members in crisis.
- The PIVOT Unit is in its third year of operation, focusing on the areas of Cincinnati where violent criminal victimization is high and sustained. The PIVOT Unit (including the Crime Analysis and Problem-Solving Squad, or CAPS) has continued project maintenance work in its first two sites (in East Westwood and Westwood) and has worked diligently to address shooting victimization in three Avondale sites. Additionally, PIVOT began work in Over-the-Rhine, and entered a planning phase for three new sites in East Price Hill. PIVOT is a complex problem-solving effort which includes traditional law enforcement and less-traditional approaches as well. In each of the initial five project sites, shootings have declined substantially, and gun violence has not returned to pre-project levels. In October of 2018, the City of Cincinnati was awarded a grant of \$999,042 from the Department of Justice, Community-Based Crime Reduction program, to implement PIVOT in East Price Hill.
- In 2018, the Cincinnati Police had an open application process to create the 109th recruit class. The process was successful in yielding great candidates to create a recruit class of 45 individuals. The applications were gathered through national magazines and internet media, along with local news media of all forms. The Police Recruiters went to countless job and career fairs, businesses, universities, radio stations and television news stations. The candidates were personally selected by Chief Eliot K. Isaac. The recruit class is 45% minority, including one American Indian. The class is set to graduate the Police Academy in July of 2019.
- After a successful first year of ShotSpotter implementation, with a 42.31% reduction in shooting victims in the coverage area and a 29.17% reduction in shooting victims overall in District



Four, the Department is engaged in expanding ShotSpotter to a three-square mile area of District Three. This expansion will cover parts of East, West and Lower Price Hill.

- Special Events processed 387 permits in 2018, including the following new events: Point Blank Movie Filming, 10 Minutes Gone Movie Filming, Heart Chase Urban Race, National Women's History Month Festival, The Homecoming, CFTA Food Truck Festival, Kale and Ale Festival, Cincinnati.com Wine & Food Experience, Vibe Queen City 5K, Oakley on Tap Beer Festival, Dewey's Dew More 5K, Boldface Park Centennial Celebration, Gold Star Chili Fest, World Cup Viewing Village, Rhinegeist Anniversary Party, Wiedemann Beer Boxing Championships, Go the Distance Children's Hospital 5K, AGAR 10th Anniversary Celebration, OTR Film Festival, Ezz Fest, Welcome to Warsaw, Margarita Madness 5K, and the Ault Park WW1 Memorial Rededication.
- The Victim's Advocate Office of the Homicide Unit was awarded the 2018 Promising Practice Award by the Ohio Attorney General's Office. At the end of 2018, 31 witnesses were currently receiving assistance, 26 community volunteers were participating in the program, 59 cases with witnesses were resolved through trial or plea and the program assisted over 30 individuals from the Fifth Third mass shooting incident.
- The Department maintains its priority mission to increase positive relations and outcomes with Cincinnati's youth through the following programs: Explorers, Summer Police Cadets, Right to Read, Resistance Education and Training, Young People of Principals and Standards, Active shooter training and school lockdown drills, a mentoring program in collaboration with the Cincinnati Youth Collaborative and the University of Cincinnati, job shadowing, Youth Summit, Outdoor Adventure Club, Swish Basketball, the "Pitch for Peace" community softball game, the First Tee Program, "Get the Groceries", Issue 15 Public Safety Academy, Camp Joy participation, and the Most Valuable Kids Program.

Department of Public Services

- Prepared and monitored the department's FY 2019 Operating Budget that totaled over \$60 million annually and consisted of ten appropriated funds.
- Revamped the subrogation process resulting in a more efficient and consistent billing and collection process.
- Prepared the 2019 - 2023 Capital Budget Request consisting of 16 projects totaling \$120.8M.
- Went Live with upgrades to the Maximo Asset Management Work System.
- Collected household waste for 94,000 homes weekly (over 72,701 tons of trash in 2018).
- Completed over 34,000 Service Requests for Bulk Items.
- Collected yard waste for approximately 70,500 homes from April 1 - January 15.
- Performed street sweeping and cleaning on over 14,000 miles.
- Collected 26,160 tires in 2018.

Operating Budget Summary

FY 2019 Accomplishments



- Removed 1,451 dead animals from street right of ways in 2018.
- 1,327 abatements and 7,054 citations issued in 2018.
- Performed greenspace maintenance at 1,200+ locations in 2018.
- Cleaned over 200 illegal dumps, including 20 encampment cleanups.
- Removed over 970 graffiti tag locations throughout the City.
- Serviced 2,200 corner cans in 52 neighborhoods.
- Collected 40 tons of litter since January 2019.
- Completed 4,289 service requests and repaired 18,552 potholes in FY19 (July 1 thru March 12).
- Completed 1,559 service requests for signs (street, stop, and faded signs) and pavement markings in FY19; painted over 1.3 million feet of lane lines in 2018.
- Completed 1,643 service requests for light and traffic signal repairs.
- 152 Traffic Engineer work orders were closed for new developments in the Greater Cincinnati area.
- Upgraded fleet by adding new pick-up trucks, Thermo walk behind paint sprayers, and new winter operations equipment.
- Completed DOTE requests for removing all loose/hazardous concrete from under decks of - 8th St. Via duct - Western Hill Viaduct - Columbia Pkwy over Heekin Ave. - Galbraith Rd. over Anthony Wayne. - Gilbert Ave. bridge. 8 occurrences completed in total.
- Updated multiple garage/yard safety requirements and installed safety non-spill/portable chemical catch basins.
- All crews were trained and are now performing their own temporary traffic control on job sites since July 2018.
- 16 Trades members completed over 2,400 work orders.
- Installed new Fire Alarm panels at Police District 1 and Fire House 32.
- Installed new roofs at Police District 2 and Fire House 32.
- Converted the old Talbert Day Center into new Police Station then relocated all the personnel into this new facility.
- Assisted CPD in the renovation of the 911 Center, coordinating furniture and other operational aspects.



- Cleaned and repainted the Westfork Garage, installed new carpet and painted the interior, garage, and installed new carpet / paint inside.
- Renovated the salt dome, installed a new tensile fabric roof system, a new salt transfer dump pit, and new conveyor.
- Completed infrastructure installation of the Keywatcher system hardware across all Neighborhood Operations Division (NOD) and Traffic and Road Operations Division (TROD) Facilities.
- Converted all Public Services buildings to swipe card access.
- Completed 5,496 service requests and repaired 31,000 potholes in 2018 (calendar year)
- Fleet Services has provided 24/7 service to city departments it serves. Emergency response vehicles are continuously available allowing Police and Fire departments to maintain service levels.
- Fleet Services has completed over 3,160 preventive maintenance services on Fleet equipment from 7/1/18 to date and is projected to complete over 4,700 PM services by fiscal year end.

Recreation

- CRC completed a business plan in collaboration with Pros Consulting, Incorporated to determine programming needs, opportunities, and future operations.
- CRC partnered with FC Cincinnati to build a mini-pitch at Lincoln Recreation Center.
- CRC partnered with the United States Tennis Association to renovate three courts at the Losantiville Recreation Area.
- CRC partnered with Project Backboard to update and transform the basketball courts at Lincoln Recreation Center into one-of-a-kind murals.
- CRC partnered with the Public Library of Hamilton County to temporarily relocate services in Price Hill Recreation Center while its Price Hill Branch is closed for building repairs.
- CRC partnered with the Literacy Network of Greater Cincinnati to place Little Free Libraries at nine recreation centers.
- CRC received funding from Cincinnati Children's Hospital and The Community Builders, Incorporated to provide programming support to the Avondale Community while Hirsch Recreation Center was being renovated.
- CRC received funding from Activities Beyond the Classroom (ABC) to provide swim lessons to Taft Elementary School kindergartners.
- CRC partnered with OneSight/Luxottica so 100 seniors could receive free eye exams and glasses.



- CRC assumed responsibility for the planning and coordination of the Mayor's Youth Career Expo. This two-day event featured more than 50 vendors and targeted young people ages 14 to 24.
- Parking lot improvements totaling \$90,000 were made at the California, Neumann, and Woodland Golf Courses.

Sewers [Metropolitan Sewer District (MSD)]

- MSD was awarded the Top Prize for its "Smart Sewers" from Engaging Local Government Leaders (ELGL) and The Atlas Marketplace in a national Best Water Projects contest, which featured cutting-edge public works projects from across the U.S. related to water and wastewater infrastructure.
- MSD earned a 2018 Award for Green Infrastructure from the National Association of Flood and Stormwater Management Agencies (NAFSMA) for its Rapid Run Park bioswale, part of the Lick Run Project.

Stormwater Management Utility (SMU)

- As of 3/14/19, the Barrier Dam operated during two flood events on the Ohio River including the periods from February 10 to February 18 and February 22 to March 1. The Ohio River crested at 55.5 and 53.4 feet, respectively, during these two events. SMU/GCWW crews also installed flood gates at Carr St. and Mehring Way during the first event.
- Developed and implemented the first comprehensive flood operations and communications plan for the Stormwater Management Utility.
- Completed capital projects and performed year-round maintenance on the Barrier Dam, flood protection infrastructure, and the collection system to reduce the risk of flooding to customers and increase the reliability of the infrastructure.
- Developed and implemented the utility's Asset Hierarchy. The Asset Hierarchy is the foundational element of the utility's Asset Management Program and depicts the asset classes and sub-classes that the utility operates and maintains. It is an important component for completing updates to the asset inventory in GIS, planning and completing future condition assessments, and developing a criticality-based maintenance program, all of which are currently being developed as part of SMU's asset management program. Once the hierarchy was developed, the utility worked with CAGIS to re-structure attribute data to match the new hierarchy. Updates were sent to CAGIS throughout the year.
- Updated erosion control standards and standard drawings.
- Implemented a new collection system in Maximo and updated the Barrier Dam Maximo work order system.
- Expanded public outreach efforts by performing radio and television interviews for the Extreme Weather Task Force; by participating in meetings and presentations to the City Council, Citizens United for Action, and neighborhood councils to educate the public on the need for rate increases; and by being selected Grand Marshal of the Northside Neighborhood



4th of July Parade due to the utility's successful efforts in protecting the neighborhood from flooding.

Department of Transportation and Engineering (DOE)

- Continuing construction on the Downtown Fiber Optic Cable Project.
- Continuing construction on Zone 9 Fiber Optic Cable Project.
- Completed Ida Street Bridge Phase II.
- Completed Boal Street Retaining Wall Reconstruction.
- Completed Brewery Heritage Trail.
- Completed Corryville Pocket Park.
- Completed Kirby Avenue Retaining Wall Extension.
- Completed Main Street OTR Streetscape Phase II.
- Completed Lookout Lane Stairway Replacement.
- Completed Access Drive Improvements Phase III.
- Coordinating Permits for Valley Conveyance Lick Run (MSD) and FC Cincinnati Stadium (Private).
- Completed annual inspections for 236 bridges.
- Completed 321 routine wall inspections, and 96 non-routine wall inspections
- Completed the bridge design for the remodeling of two bridges to accommodate a new trail along the Wasson Way corridor.
- Continued design on the following bridge projects: Western Hills Viaduct Replacement, Kennedy Avenue Bridge Replacement and the Galbraith Avenue Bridge Deck Replacement.
- Completed the load rating of 17 bridges for new Federally mandated Emergency Vehicle.
- Completed the emergency repair of a drilled pier wall along Kirby Avenue.
- Completed the stabilization of the hillside along Berkshire Lane.
- Completed the design and procurement for the Columbia Parkway Retaining Wall Remediation Project.
- Directed Public Services in the removal of landslide debris at various locations, including Sunset Avenue, Elberon Avenue and Columbia Parkway.



- Directed Public Services in performing over \$100,000 of bridge, wall and hillside stairway maintenance.
- Evaluation and monitoring, review of Area 1 and Area 2 of the Riverside Drive Landslide Repair Projects, including monthly readings of 25 inclinometers.
- Issued and inspected 87,101 Right-of-Way Permits.
- Repaved an estimated 104 lane miles (LM) of street paving in CY 2018, leveraging approximately \$2,100,000 in outside grant and loan sources from the Ohio Public Works Commission (OPWC).
- Completed an estimated 98 LM of preventive maintenance surface treatments in CY 2018.
- Finalized design of the \$2.4M Wasson Way Phase 2A project.
- Finalized design of the Wasson Way Phase 2B project.
- Finalized design of the \$2.1M Auburn Ave Improvements (Phase 1 - Taft to Gilman) OPWC project.
- Finalized design of the \$1.2M Westwood Ave Improvements OPWC Safety project.
- Provided design and project management services, for several projects including: Auburn Ave - Gilman to Dorchester, Bassett Road Improvements, Ohio River Trail West, Renslar Ave Improvements, Westwood Ave Safety Improvements, ORT - Salem to Sutton, Race and Vine Streetscapes, Liberty Street Improvements, Kennedy Ave Bridge Replacement, Waldvogel Property Transfer, and the Wasson Way Trails. Provided engineering and grant writing services in support of several projects including: OPWC Cummins Street Improvements, OPWC Millsdale Ave Reconstruction, OPWC River Road Safety Improvements, OPWC Bassett Road Reconstruction, OPWC Montgomery Road Safety Project, ODNR Ohio River Trail West, and SRTS Sussex Avenue Improvements. Acted as the City's Local Public Agency to ODOT for more than 15 City-let projects primarily funded by the State and the Federal Highway Administration (FHWA).
- Acted as the City's Local Public Agency to ODOT to approve and permit more than 17 ODOT-let projects within the City limits.
- Evaluated 30 DOTE MAC proposals for the Highway Engineering Discipline and an additional 23 proposals in support of other DOTE disciplines.
- DOTE secured over \$1,277,500 in Ohio Public Works Commission Funding in the form of grants for 3 projects- Montgomery Road Safety Project, River Road Safety Improvement Project, and Bassett Road Improvements Project. The Cummins Street Project is a contingency project and will likely be funded with return funds for another \$2,660,000.
- Hamilton Ave Safety Project (\$1.1M) will be awarded ODOT Safety Grant in June 2019.
- Secured an additional \$9 million in grant funding for the Western Hills Viaduct Replacement Project.



- Acted as the City's Local Public Agency an ODOT to secure more than \$160k in reimbursements for work along federal aid routes related to flooding in 2018.
- Lunken Airport staff has been working on an Federal Aviation Administration (FAA) required Airport Layout Plan (ALP) update for several years. The Plan development was funded (90% FAA) with an FAA Grant. The ALP identifies and maps existing infrastructure and, based on an ALP driven forecasting, future facility needs. This is used to assure that both current and future development complies with FAA Design, Airspace and Safety requirements/regulations. The ALP was completed and submitted to the FAA (for review and approval) in 2018.
- Lunken Airport's primary runway, 21L/3R was rehabilitated using FAA Grant funding (90%). The \$3.8M project included paving, grooving the runway surface, precision approach painting, regrading safety areas adjacent to the runway and installation of Runway Remaining signage (internally lighted signs that indicate to the pilots how much runway is ahead of them during landings and take-offs).
- Lunken Airport hosted two Presidential visits in 2018: One visit in January and another in October.
- Lunken provided, for the third year, facilities for the annual Cincinnati Museum Center fund raising event. The event was located at Lunken Airport while the Museum was undergoing renovations.
- The Airport had 82,585 operations in 2018. An "operation" is either a take-off or a landing. This is the third highest number of operations in a year since 2005. (The highest since 2005 was in 2014 with 88,262)
- The Traffic Engineering Division (TED) completed over 500 traffic operations studies/evaluations. Over 475 work orders were developed and sent to the Department of Public Services corresponding to this work. Represents over \$250,000 in total work.
- TED completed over 100 traffic counts.
- TED completed 116 field orders and 60 work orders for traffic signal work. The work represents over \$500,000 to the Department of Public Services.
- TED completed 4 traffic signal rebuilds- including design, inspection and direction of Department of Public Services for construction.
- TED procured a new gas light maintenance contract; oversaw the expiring gas light maintenance contract and inspected/evaluated over 600 lights. The maintenance contract is over \$200,000 annually.
- TED evaluated over 170 requests for electric street lighting- includes outages, requests for new service and maintenance troubleshooting.
- TED completed street lighting design drawings for 5 projects- Galbraith Bridge, Harrison Avenue Streetscape, Kennedy Bridge, Madison Road Pedestrian Bridge, and Woodburn Avenue Streetscape.

Operating Budget Summary

FY 2019 Accomplishments



- TED completed street lighting design review for over 15 development projects- Federal Reserve, Kroger CBD Streetscape, Medpace Way, Avondale Town Center, Rookwood Drive, FC Cincinnati Stadium, etc.
- TED implemented the incandescent to LED conversion for assessed post top lights- about 500 fixtures.
- TED implemented the North College Hill Business District LED conversion.
- TED established a radar speed program and setup over 200 locations to collect field data. Data is coordinated with Police Department and SpeedStat.
- TED developed pavement making plans for the street rehabilitation program for over 100 lane miles.
- TED developed and reviewed and inspected over 150 Maintenance of Traffic Plans for design projects, special events and permits.
- TED evaluated and monitored budget/billing for electric and gas energy for the department (\$2.6 million program).
- TED implemented the Group 3 street lighting assessment.
- TED managed and designed the Dynamic Message Signage Phase 2 for the Banks. This was a \$5 million Surface Transportation Program (STP) grant funded project.
- The Sorta/Metro Oakley Transit Hub was completed in May/ June of 2018; entire project was designed by DOTE's team. The Transit Hub accommodates 5 separate bus routes, on-site parking and pedestrian access. The design includes a Park and Ride lot, customized shelters at each station, shade canopies, benches, ticket kiosk, landscaping, real-time display and lighted pylons.
- Gateways completed in 2018 were the Burnet Woods Gateway; Eighth Street Design District signage was completed in November of 2018; Wasson Way Signage was completed Summer of 2018.
- TPUD activity reduced DOTE's total property tax bill by approximately \$100,000 via waivers, parcel transfers, and revised/enforced lease agreements.
- Completed the reconfiguration of the Clifton & Glenway intersection.
- Completed Main St Streetscape and Pedestrian Safety Improvements.
- Completed Jefferson Ave Sidepath.

Water Works

- Maintained compliance with all Ohio EPA regulations concerning the operation of our water system and water quality.



- Early in FY 2019, GCWW finalized the Strategic Business Plan Update for the utility which will help guide organizational decision making and resource allocation for the next five years. Initial teams were formed and began work on selected initiatives.
- Transitioned from quarterly billing for utility services to monthly billing. Conducted TV, Radio, and Neighborhood meetings to discuss the transition to monthly billing and impacts to customers.
- Purchased the first Cybersecurity Insurance policy for GCWW.
- Finalized a new contract with Alexandria VA (AlexRenew Enterprises) to provide customer service, billing, and collections services.
- Completed the implementation of Zonar automatic vehicle location software for the Distribution Division for improved safety, efficiencies and vehicle tracking.
- Successfully reorganized Distribution divisional structure to promote cross training, enhance emergency response and to improve overall efficiency.
- Completed 11,952 repairs to non-reading water meters for residential customers.
- Completed repair of 903 water main/branch leaks and breaks through 3/15/2019.
- Conducted a dye study on the Ohio River the results of which are being used to improve source water protection and response efforts against spills in the Ohio River.
- Made improvements at the Bolton Treatment Plant, which have reduced power consumption at the facility by 30%. Work involved specification and installation of new variable frequency drives.
- Worked with the Mt. Airy community to finalize a solution that will repair and maintain the current Mt. Airy Tank structure as a historic landmark in the City of Cincinnati.
- Painted the exterior of the 2.5 Million Gallon capacity above ground water Wardall storage tank. Based on community request and input, incorporated the text "WESTWOOD" in the tank-painting project. This was a first for the GCWW.
- Completed Phase 2 of the \$19M, 2,400-foot retaining wall on Riverside Drive as part of the Riverside Drive Landslide Remediation Project.
- Created a new GCWW Leadership Program to prepare employees for future roles.
- Was recognized in the community for our involvement with Adopt-A-Class and won the best field trip award.
- GCWW employees attended 18,712 hours of training.
- Launched Paperless Billing Campaign via email communication and customer service representation promotions, increasing e-billing enrollment by 4% to date.

Operating Budget Summary

FY 2019 Accomplishments



- Completed the first seven Water Works Contract projects that included private lead service line replacements. These projects included 10.8 miles of main, 538 public side lead branch replacements, and 142 private side lead line replacements. Two GCWW Distribution Lead Service Line Crews were focused solely on lead service line replacement in the public right of way.
- Continued the expansion of the GCWW business intelligence program by developing data models, dashboards, and reports, including several software applications to support the Lead Service Line replacement program.



The City of Cincinnati's Operating Budget is developed by fund. By law, each fund is balanced to its resources. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The Recommended FY 2020 All Funds Operating Budget includes: the General Fund; (Principal) Restricted Funds; and Other Restricted Funds.

General Fund

In governmental accounting, the General Fund is the primary operating fund. Much of the usual activities of a municipality are supported by the General Fund. The General Fund accounts for 36.1% of the total Recommended FY 2020 Operating Budget. Table XXI General Fund Multi-Year Forecast FY 2020-2024, includes the FY 2018 Actual Revenues and Expenditures, the FY 2019 Adjusted Budget, the Recommended FY 2020/2021 Budget, and projected revenues and expenditures for Fiscal Years 2022, 2023 and 2024. The Recommended FY 2020 Budget is structurally balanced. The Recommended FY 2021 Budget is structurally balanced, but requires a 1.7% across-the-board reduction. The forecast for FY 2022-2024 shows expenditures growing at a faster pace than revenues. However, each year the Administration will recommend a structurally balanced budget therefore eliminating the deficits reflected below.

Table XXI - Multi-Year General Fund Forecast FY 2020-2024

| Cash Basis | FY 2018 ⁽¹⁾ | FY 2019 ⁽²⁾ | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 |
|---|------------------------|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actuals | Adjusted | Recommended | Recommended | Projected | Projected | Projected |
| Total Revenues ⁽³⁾ | \$392,988,351 | \$406,212,572 | \$411,976,791 | \$418,576,973 | \$426,778,940 | \$435,157,708 | \$443,717,284 |
| Total Expenditures ⁽⁴⁾ | \$395,926,306 | \$409,398,119 | \$392,930,519 | \$399,289,828 | \$410,319,477 | \$421,951,324 | \$434,236,345 |
| Revenues over Expenditures | (\$2,937,955) | (\$3,185,547) | \$19,046,272 | \$19,287,145 | \$16,459,462 | \$13,206,384 | \$9,480,938 |
| Transfers | | | | | | | |
| Transfers In ⁽⁵⁾ | \$3,930,193 | \$1,300,000 | | \$121,000 | | | |
| GF Reserves Transfers (net)(6) | (\$177,786) | \$385,000 | | | | | |
| Operating Transfers Out to Health Fund ⁽⁷⁾ | | | (\$16,558,040) | (\$16,678,630) | (\$16,845,416) | (\$17,013,870) | (\$17,184,009) |
| Operating Transfers Out ⁽⁸⁾ | (\$1,148,239) | (\$5,129,663) | (\$2,609,232) | (\$2,608,515) | (\$2,607,272) | (\$2,423,613) | (\$2,423,238) |
| Total Transfers | \$2,604,168 | (\$3,444,663) | (\$19,046,272) | (\$19,287,145) | (\$19,452,688) | (\$19,437,483) | (\$19,607,247) |
| Cancellation of Prior Year's Encumbrances | \$2,468,917 | \$1,525,295 | | | | | |
| Subtotal Fund Balance Net Increase/Decrease | \$2,135,130 | (\$5,104,915) | \$0 | \$0 | (\$2,993,226) | (\$6,231,099) | (\$10,126,308) |
| Fund Balance at Beginning of Year | \$9,471,262 | \$11,606,392 | \$6,501,477 | \$6,501,477 | \$6,501,477 | \$3,508,251 | (\$2,722,848) |
| Fund Balance at End of Year ⁽⁹⁾ | \$11,606,392 | \$6,501,477 | \$6,501,477 | \$6,501,477 | \$3,508,251 | (\$2,722,848) | (\$12,849,156) |

1. Actual revenues and expenditures per the Year End Report, June 30, 2018.
2. FY 2019 financial information reflects year to date revenue and expenditure information through March 31, 2019 plus increase in expenses per Final Adjustment Ordinance and assumes budgetary amounts for the remaining months for all revenues except income tax. Income tax has been estimated based on the University of Cincinnati (UC) Economics Center forecast.
3. FY 2022 through FY 2024 Income Tax Revenues based on forecast from University of Cincinnati Economics Center dated May 2019 and a 1.0% growth factor for other revenues.
4. FY 2022 through FY 2024 Expenditures assumes a 2.0% annual increase on Safety personnel, a 1.0% increase on Non Safety personnel, a 10% increase in health care expenses, and a 1.0% increase for all other expenditures.
5. FY 2019 Transfers In include budgeted transfers of \$1.3 million from capital projects funded with General Fund dollars to be used for operating purposes.
6. FY 2019 General Fund Reserves include the one time use of the contingency fund in the amount of \$1,268,000 for one time events and netted against transfers to Reserves from 2018 close-out of \$883,000.
7. FY 2020-2024 Transfers Out of the General Fund to the new Health Fund. New Health Fund created per Auditor of State due to change in Ohio Revised Code ; 1% increase for 2022 -2024.
8. FY 2019 Transfers Out of the General Fund to the Bond Retirement Fund for the Police & Fire Pension debt service of \$2.6 million. Transfer to Capital of \$1.5 million and \$1 million to Working Capital Reserve from 2018 close-out.
9. See Table XXII General Fund Reserves for further explanation of fund balance.



Future budgets will require expenditure reductions or new revenue sources to remain structurally balanced. As with the prior budgets, the FY 2022-2023 Biennial Budget will be structurally balanced.

Estimated General Fund Reserves

City Council adopted a Funds Stabilization Policy via Ordinance 0253-2015 that sets the percentages of various components of the City's reserve accounts with a long-term goal to grow the reserves to two months of prior year revenues or 16.7%. The chart below projects the balances of reserve funds assuming revenue and expenditure estimates for the end of FY 2019 are as budgeted. The projected fund balance is 10.72%. This fund balance meets the minimum reserve of 10.0% that bond rating agencies expect but falls below the Funds Stabilization Policy of 16.7%

Table XXII - General Fund Estimated Reserves as of June 30, 2019

| Estimated General Fund Revenue 2019 ⁽¹⁾ | \$ 406,212,572 | Estimated Balance | Estimated Percentage | Policy Percentage |
|---|----------------|-------------------|----------------------|-------------------|
| General Fund Carryover ⁽²⁾ | \$ 6,501,477 | | 1.60% | 1.50% |
| Working Capital Reserve ⁽³⁾ | \$ 29,025,250 | | 7.15% | 13.29% |
| Emergency Reserve ⁽⁴⁾ | \$ 2,594,000 | | 0.64% | 0.66% |
| Reserve for Weather Events, Other Emergency and One-Time Needs ⁽⁵⁾ | \$ 3,643,675 | | 0.90% | 1.25% |
| Total | \$ 41,764,402 | | 10.28% | 16.70% |

1. Revenue projection based on collections through March 2019 and adjusted per UC forecast for income tax
2. FY 2019 General Fund Carryover amount based on General Fund Forecast Table
3. Working Capital Reserve includes Transfer In from 2018 Closeout of \$1,044,000 plus interest earned and estimated for 4th Quarter interest
4. Emergency Reserve includes 2018 Closeout amount added of \$21,000
5. Reserve for Weather Events, Other Emergency and One-Time Needs includes 2018 Closeout amount added of \$862,000 and reductions for Fire Equipment (\$393,000), Senior Services grant (\$50,000), Urban League (\$75,000) and transfer to capital for Columbia Parkway Hillside Stabilization (\$750,000)



Proposed Stabilization Funds Policy Amendment

While the City's existing Stabilization Funds Policy establishes a Government Finance Officers Association (GFOA) recommended goal of 16.7% of general operating revenues to be set aside as reserves by Fiscal Year 2020, the actual reserve funding (i.e. Fund Balance) has hovered in the 10% range during the past five years. Fund Balance is arguably the single most important financial metric to the Bond Rating Agencies and being able to show progress towards this policy goal is a critical factor for the City's credit ratings. It is reasonable to expect that a trend of decreasing fund balance will be a credit negative for the Rating Agencies and could lead to a downgrade. It is also reasonable to expect that an inability to make progress towards the City's policy could lead to negative credit pressure. Negative credit pressure - or a full downgrade - will increase the cost of funding for the city's entire capital program and decrease the City's capacity to fund capital in the future.

As a result, an amended Stabilization Funds policy is intended to update and enhance the City's existing policy. Importantly, amongst other enhancements detailed below, the policy update provides a specific mechanism to help the City achieve compliance with its existing policy of 16.7% while still providing flexibility to deal with unexpected one-time expenditures that may arise within a given year. The City Administration and its Financial Advisor recommend that the City adopt this updated policy as a means to further ensure its long-term financial strength and stability which will help to maximize Cincinnati's capacity to fund its important Capital Improvement Program (CIP) projects. A summary of the updated policy recommendations is below:

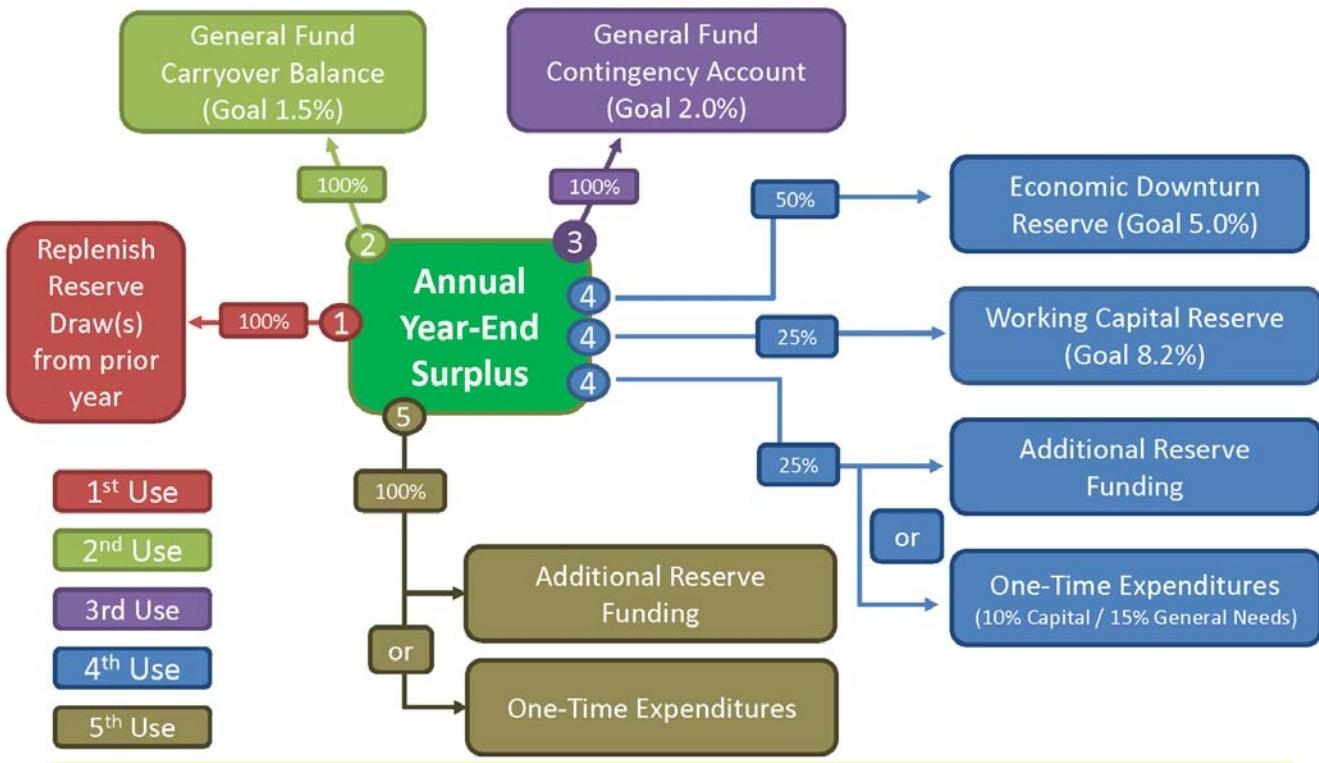
- **Establish a new "Economic Downturn Reserve Account" with a Goal of 5.0%**
 - » Used for unforeseen economic events or circumstances that cause unexpected drops in General Fund Income Tax Revenues which result in a budgetary imbalance that cannot be resolved through immediate budgetary adjustments.
- **Revise the Working Capital Reserve Fund Goal of 8.2%**
 - » Used only in the event of an emergency or catastrophic need of the City.
 - » If used, goal is to be replenished in total in the next fiscal year. If there is insufficient carryover balance to replenish, then the goal will be to appropriate funds from the next fiscal year's budget.
- **Maintain the General Fund Carryover Balance Goal at 1.5%**
 - » Required for cash flow purposes and offsets seasonality of revenues.
- **Revise the General Fund Contingency Account Goal to 2.0%**
 - » Used by the City for one-time unfunded events. If used, goal to be replenished to the approved level in the next fiscal year close out.
- **Eliminate the Emergency Reserve Account**
 - » The purpose of this reserve is covered by the General Fund Contingency Account.
- **Establish a Minimum Goal of 10.0%**
 - » Provides assurance that a portion of reserve funding will remain intact based on interaction with Rating Agencies.



- Establish a “Waterfall Mechanism” for funding to enable the City to:
 - » Replenish any uses of the Stabilization Funds in the prior year;
 - » Maintain the Stabilization Funds at the Goal levels;
 - » Realistically achieve its Overall Policy Goal and Specific Component Goals over time; and
 - » Have defined Carryover each year for funding of one-time needs.

See the diagram below for the Waterfall Funding Mechanism:

Amended Stabilization Funds Policy – Waterfall Funding Mechanism



Significant changes in fund revenues, resources, expenditures, or balances in each fund are described in this section of the Recommended FY 2020-2021 Biennial Budget document. This section includes the following tables and narratives:

1. **All Funds Operating Budget by Fund** lists the FY 2018 Approved Budget, the FY 2019 Approved Budget Update, the FY 2020 Recommended Budget, the change between the FY 2019 Approved Budget Update and the FY 2020 Recommended Budget, and the FY 2021 Recommended Budget.
2. **All Funds Operating Budget Summary** by Department is similar to the All Funds Operating Budget By Fund, but it provides the budget comparison by department rather than by fund.



3. **FY 2020 All Funds Operating Budget Summary by Type** lists the FY 2020 Recommended Budget for each department by General Fund, Principal Restricted Funds, Other Restricted Funds, CDBG (Community Development Block Grant) Funds, and the Total Operating Budget.
4. **FY 2021 All Funds Operating Budget Summary by Type** lists the FY 2021 Recommended Budget for each department by General Fund, Principal Restricted Funds, Other Restricted Funds, CDBG (Community Development Block Grant) Funds, and the Total Operating Budget.
5. **General Fund Operating Budget Summary by Department** lists the General Fund FY 2018 Approved Budget, the FY 2019 Approved Budget Update, the FY 2020 Recommended Budget, and the FY 2021 Recommended Budget by department. It also includes the change from the FY 2019 Approved Budget Update to the FY 2020 Recommended Budget.
 - Note: This table does not include "Transfers Out" which, if included, would result in a General Fund total of \$412.1 million in the FY 2020 Recommended Budget column.
6. **Restricted Funds Operating Budget** lists the operating budget funded by Principal Restricted Funds for the FY 2018 Approved Budget, the FY 2019 Approved Budget Update, the FY 2020 Recommended Budget, and the FY 2021 Recommended Budget by fund. It also includes the change from the FY 2019 Approved Budget Update to the FY 2020 Recommended Budget.
7. **Other Restricted Funds Operating Budget by Fund** lists various other restricted funds for the FY 2018 Approved Budget, the FY 2019 Approved Budget Update, the FY 2020 Recommended Budget, and the FY 2021 Recommended Budget by fund. It also includes the change from the FY 2019 Approved Budget Update to the FY 2020 Recommended Budget.
8. **All Funds Non-Departmental Budget Summary** lists all Non-Departmental accounts. These accounts contain expenditures that are important to the operation of the City government that do not fall within the functional assignment of any department or agency, or which provide for expenditures related to more than one department or agency. There are three categories:
 - **Non-Departmental Benefits:** include employee-benefit related expenses such as the Public Employees Assistance Program (PEAP), Workers' Compensation, Unemployment Compensation, and Lump Sum Payments paid to employees at termination or retirement for accumulated leave balances.
 - **Non-Departmental Accounts:** include various citywide expenditures such as fees paid to Hamilton County and the County Clerk, Audit and Examiner's fees, Enterprise Software and Licenses, and more.
 - **Reserve for Contingencies:** an amount set aside in the operating budget for unforeseen events or damages.

Notes About the Non-Departmental Accounts

A glossary listing of the non-departmental accounts is provided below:

911 - Contributions to City Pension - This account is currently being used to pay debt service from Enterprise and Internal Service funds for the bonds sold to pay off Early Retirement Incentive Program (ERIP) amounts due per settlement. All other funds pay debt service on these bonds by a transfer out to the Bond Retirement



Fund.

919 - Public Employees Assistance Program (PEAP) - An annual charge to funds to subsidize the PEAP program which is a professional, confidential counseling service designed to help employees and their family members manage work and personal problems. PEAP services are provided at the direct request of an employee or member of an employee's family, or upon disciplinary referral by an employee's supervisor.

921 - Workers' Compensation Insurance - An annual charge to funds to cover expenses related to the Workers' Compensation program and Employee Safety program.

922 - Police and Fire Fighters' Insurance - General Fund account that pays beneficiaries of current and retired sworn Police and Fire Fighters who have passed away. Amounts paid are based on the terms included in current Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) labor contracts.

923 - State Unemployment Compensation - Monthly payments to the State of Ohio for unemployment claims of the City of Cincinnati.

924 - Lump Sum Payments - Payments made upon retirement for outstanding vacation, sick, and other accruals. With the exception of Police and Fire, funds for these payments are not included in departmental budgets but are paid from this account in the employee's home fund.

941 - Audit & Examiner's Fees - General Fund charges for the annual audit of the City of Cincinnati and related expenses based on the Comprehensive Annual Financial Report (CAFR).

942 - Hamilton County Auditor & Treasurer Fees - Fees paid to Hamilton County for work on Property Tax, Tax Increment Financing (TIF) payments in lieu of taxes, and special assessments.

943 - County Clerk Fees - General Fund payments to the Hamilton County Clerk of Courts for services related to collection of parking tickets.

944 - General Fund Overhead - An annual amount is charged to funds to reimburse the General Fund for support services provided to each of those funds.

946 - Election Expense - Payment to the Hamilton County Board of Elections for the City's portion of election expenses. Other miscellaneous election expenses incurred by the Clerk of Council's Office also are paid from this account.

951 - Judgments Against the City - This account is used to cover the expenses attributable to claims against the City due to liability suits, court judgments, and out of court settlements.

952 - Enterprise Software and Licenses - This account is used to cover software licensing and maintenance agreement expenses needed to support the cost of software that is used citywide.

953 - Memberships & Publications - This account is used to cover expenses related to annual City membership fees for professional organizations such as the Ohio Municipal League and the Hamilton County Mu-



nicipal League as well as the costs of the City's federal and state lobbyists.

954 - Special Investigations/Studies - This account is used to cover expenses related to special investigations or studies as deemed necessary by the City.

959 - Other City Obligations - The name of this account was changed in FY 2019 from "959 - City Manager's Obligations" to reflect the consolidation of the "959 - City Manager's Office Obligations" and the "957 - Mayor's Office Obligations" into one account. This funding is appropriated to cover the cost of miscellaneous expenses related to the Mayor's and City Manager's office operations.

961 - ETS Information Infrastructure Security - This account is used to cover citywide information technology infrastructure security costs and represents the Information Security Capital match. These funds provide additional resources for Information Security Capital needs.

963 - Downtown Special Improvement District - Special assessment payments by General Fund departments with property holdings within the Downtown Special Improvement District are made from this account.

965 - Cincinnati Public Schools Reserve - Payment of \$5,000,000 annually to the Cincinnati Public Schools (CPS) based on an agreement from 1999 and amended in 2002 with the School Board. (Note: This expenditure was shifted to the Capital Budget in FY 2019.)

966 - Cincinnati Music Hall - Payment of \$100,000 annually from the Parking System Facilities Fund (Town Hall Garage) to the Cincinnati Arts Association per the Corbett Agreement.

968 - The Port (Greater Cincinnati Redevelopment Authority) - Payment to The Port, formerly the Greater Cincinnati Redevelopment Authority and formerly the Port Authority of Greater Cincinnati, from the General Fund for operating expenses.

969 - Property Investment Reimbursement Agreements (PIRAs) - Property Investment Reimbursement Agreement payments are made from this account. PIRAs are agreements between the City and employers which provide incentives to create and retain jobs as a result of investments in personal and/or real property. These agreements generally involve the reimbursement of a portion of the income taxes paid for new employees or transferred employees up to a pre-determined maximum amount.

981 - Motorized and Construction Equipment (MCEA) - This is an equipment account used for purchases of automobiles, trucks, backhoes, etc.

982 - Office and Technical Equipment (OTEA) - This is an equipment account used for purchases of desks, office partitions, calculators, etc.

990 - Reserve for Contingencies - An amount included in the annual budget of a fund for contingencies that might arise during the fiscal year. Expenditure of these funds requires an ordinance from the City Council to be used. An ordinance would need to transfer an amount from the reserve to an account where it would be spent.

991 - Mediation and Arbitration Reserve - This account includes funds held in reserve pending the outcome



of expenses awarded through labor mediation or arbitration.

The Departmental Budgets section of the document contains a tab for the Non-Departmental Budgets by Agency.

Financial Summaries

Financial Summaries (otherwise known as 'Fund Tables') for the General Fund and each Principal Restricted Fund follow the Non-Departmental Budget Summary. The Fund Tables include a description of the fund and a table that includes the respective funds' revenues, expenditures and fund balance information. Actual revenues and expenditures for FY 2018 and the FY 2019 Budget Estimate are included as well as the Approved FY 2019 Budget Update. The FY 2020 and FY 2021 Recommended budgets are also included. Finally, the change from the Approved FY 2019 Budget Update to the Recommended FY 2020 Budget is provided.

The Principal Restricted Funds are provided alphabetically and include: 9-1-1 Cell Phone Fees; Bond Hill Roselawn Stabilization & Revitalization Operations; Bond Retirement; Cincinnati Area Geographic Information Systems (CAGIS); Cincinnati Health District; Cincinnati Riverfront Park (Smale); Community Health Center Activities; Convention Center; County Law Enforcement Applied Regionally (CLEAR); General Aviation; Hazard Abatement; Income Tax-Infrastructure; Income Tax-Transit; Metropolitan Sewer District*; Municipal Golf; Municipal Motor Vehicle License Tax; Parking Meter; Parking Systems Facilities; Recreation Special Activities; Safe and Clean; Sawyer Point; Stormwater Management; Street Construction Maintenance & Repair; and Water Works.

Additional Appropriated Funds Beginning in FY 2020

Beginning in FY 2020, one new Principal Restricted Fund will be established, and one former Principal Restricted Fund will be re-activated. The Cincinnati Health District Fund is being established to accommodate the shifting of the Health Department's General Fund budget to this fund. General Fund resources will be transferred out to this new fund to provide the necessary resources for the department's expenditures.

In Enterprise Services, the Division of Parking Facilities within the Department of Community and Economic Development has been altered to functionally separate off-street parking (garages, lots, etc.) and on-street parking (parking meters, etc.). The budget for off-street parking enterprises will remain in the Parking System Facilities Fund. The budget for on-street parking enterprises has been shifted to the Parking Meter Fund which will be re-activated for FY 2020.

Notes About the Fund Tables

The Fund Tables for each Principal Restricted Fund contain five columns:

- The first column is for the "FY 2018 Actual" amounts.
- Next is a column titled "FY 2019 Approved Update" which refers to the budget amounts approved as an update to the second year of the FY 2018-2019 Biennial Budget.
- The third column is titled "FY 2019 Estimate," which reflects any mid-year changes during FY 2019 that would affect that fund. For instance, expenditures for the FY 2019 Estimate reflect any Adjusted Authorizations for that fund through March 31, 2019 as well as any material changes in expenses that have occurred during FY 2019. The FY 2019 Estimate information



was used to inform the Recommended FY 2020 Budget for these funds much like the FY 2018 Estimate information was used to inform the Approved FY 2019 Budget Update for these funds.

- The fourth column is for the "FY 2020 Recommended" amounts. This refers to the budget amounts that are recommended in the 2020-2021 Biennial Budget for the first year of the biennium.
- The fifth column is for the "Change FY 2019 Budget to FY 2020" amounts. This reflects the change from the amounts approved for the FY 2019 Approved Budget Update to the amounts for the Recommended FY 2020 Budget.
- The final column is for the "FY 2021 Recommended" amounts. This refers to the budget amounts approved for the second year of the FY 2020-2021 Biennial Budget.

Cincinnati Area Geographic Information Systems (CAGIS) Fund

The Cincinnati Area Geographic Information Systems Fund relates to operations of an area-wide geographic information system. CAGIS staff is working to generate more prior-year cancellations and future expenditure reductions to increase the fund balance by FY 2021.

Parking System Facilities Fund

The Parking System Facilities Fund, which supports the operations of and improvements to the City's public garages and parking lots, has been adjusted in order to account for a \$500,000 transfer out that should have been included in the Approved FY 2019 Budget Update.

FY 2019 Estimate

Four funds had material changes in expenses greater than \$100,000 which were included in the FY 2019 Restricted Funds Final Adjustment Ordinance (FAO). Estimated expenses for the Income Tax-Infrastructure Fund, the Municipal Motor Vehicle License Tax Fund, the Recreation Special Activities Fund, and the Street Construction Maintenance & Repair Fund were updated to include these material changes. The General Fund also had material changes in expenses greater than \$100,000 which were included in the FY 2019 General Fund Final Adjustment Ordinance (FAO).

**Note: The Metropolitan Sewer District (MSD) Fund is provided for reference purposes only. MSD's budget is approved by the Hamilton County Board of County Commissioners in December of each year. The County budget (including MSD) is on a calendar year basis, which runs from January 1st through December 31st.*

Financial Summaries

Operating Budget by Fund



All Funds Operating Budget by Fund

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|----------------------|----------------------|------------------------|-------------------------------------|------------------------|
| General Fund | 395,720,560 | 403,689,600 | 392,930,510 | (10,759,090) | 399,289,820 |
| Principal Restricted Funds | | | | | |
| 9-1-1 Cell Phone Fees | 1,424,410 | 1,790,110 | 1,347,090 | (443,020) | 1,353,360 |
| Bond Hill Roselawn Stabilization & Revitalization Operations | 200,000 | 200,000 | 200,000 | 0 | 200,000 |
| Bond Retirement | 117,122,640 | 125,171,620 | 129,220,550 | 4,048,930 | 186,906,620 |
| Cincinnati Area Geographic Information System (CAGIS) | 5,099,100 | 4,724,530 | 4,700,780 | (23,750) | 4,779,760 |
| Cincinnati Health District | 0 | 0 | 17,173,040 | 17,173,040 | 17,293,630 |
| Cincinnati Riverfront Park | 504,230 | 929,180 | 1,010,960 | 81,780 | 1,020,180 |
| Community Health Center Activities | 10,234,830 | 24,505,320 | 24,579,400 | 74,080 | 25,073,580 |
| Convention Center | 9,246,930 | 9,574,940 | 9,637,150 | 62,210 | 9,530,420 |
| County Law Enforcement Applied Regionally (CLEAR) | 5,829,080 | 5,306,070 | 5,354,140 | 48,070 | 5,430,250 |
| General Aviation | 2,042,110 | 2,055,830 | 2,180,240 | 124,410 | 2,214,670 |
| Hazard Abatement | 1,030,620 | 1,038,260 | 1,033,610 | (4,650) | 1,033,610 |
| Income Tax-Infrastructure | 19,254,750 | 20,509,450 | 20,382,110 | (127,340) | 21,045,310 |
| Income Tax-Transit | 58,697,520 | 53,668,740 | 55,989,340 | 2,320,600 | 56,406,580 |
| Metropolitan Sewer District | 226,195,290 | 219,899,110 | 229,474,960 | 9,575,850 | 236,495,070 |
| Municipal Golf | 5,785,840 | 6,139,800 | 5,560,760 | (579,040) | 5,617,100 |
| Municipal Motor Vehicle License Tax | 2,899,450 | 3,053,650 | 4,321,810 | 1,268,160 | 3,775,740 |
| Parking Meter | 0 | 0 | 4,493,440 | 4,493,440 | 4,240,100 |
| Parking System Facilities | 11,648,180 | 11,970,820 | 7,451,370 | (4,519,450) | 7,464,620 |
| Recreation Special Activities | 5,214,670 | 5,050,420 | 6,213,490 | 1,163,070 | 5,101,130 |
| Safe and Clean | 85,000 | 50,000 | 50,500 | 500 | 51,010 |
| Sawyer Point | 1,685,030 | 1,735,070 | 1,576,640 | (158,430) | 1,651,000 |
| Stormwater Management | 12,967,350 | 19,731,920 | 23,787,110 | 4,055,190 | 23,761,080 |
| Street Construction Maintenance & Repair | 11,297,060 | 11,912,340 | 15,843,240 | 3,930,900 | 15,370,680 |
| Water Works | 132,532,920 | 139,313,660 | 149,413,970 | 10,100,310 | 150,678,150 |
| Principal Restricted Total | 640,997,010 | 668,330,840 | 720,995,700 | 52,664,860 | 786,493,650 |
| Other Restricted Funds | 33,425,450 | 23,122,110 | 25,107,510 | 1,985,400 | 25,060,060 |
| Grand Total | 1,070,143,020 | 1,095,142,550 | 1,139,033,720 | 43,891,170 | 1,210,843,530 |



All Funds Operating Budget Summary

All Funds Operating Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---------------------------------------|----------------------|----------------------|------------------------|-------------------------------------|------------------------|
| City Council | 2,094,140 | 2,121,330 | 2,136,370 | 15,040 | 2,117,140 |
| Office of the Mayor | 725,520 | 838,420 | 883,370 | 44,950 | 880,060 |
| Clerk of Council | 685,010 | 661,770 | 628,430 | (33,340) | 614,720 |
| City Manager | 9,668,740 | 21,819,250 | 21,928,050 | 108,800 | 22,232,410 |
| Buildings & Inspections | 11,425,630 | 11,465,520 | 10,676,420 | (789,100) | 10,824,800 |
| Citizen Complaint Authority | 673,050 | 670,510 | 691,630 | 21,120 | 700,700 |
| City Planning | 743,140 | 648,460 | 521,680 | (126,780) | 557,130 |
| Community & Economic Development | 9,270,770 | 9,115,400 | 7,734,090 | (1,381,310) | 7,671,300 |
| Enterprise Services | 19,944,720 | 20,529,240 | 20,781,280 | 252,040 | 20,434,480 |
| Economic Inclusion | 1,433,160 | 1,285,260 | 1,171,570 | (113,690) | 1,204,760 |
| Enterprise Technology Solutions | 16,943,160 | 17,278,240 | 17,252,280 | (25,960) | 17,744,650 |
| Finance | 125,622,720 | 133,467,060 | 137,974,960 | 4,507,900 | 195,858,150 |
| Fire | 111,400,650 | 117,481,450 | 119,554,590 | 2,073,140 | 122,096,190 |
| Health | 51,460,600 | 54,335,720 | 55,140,240 | 804,520 | 56,134,930 |
| Human Resources | 2,230,870 | 2,188,090 | 2,549,620 | 361,530 | 2,593,430 |
| Law | 7,505,760 | 7,898,020 | 7,725,420 | (172,600) | 7,932,030 |
| Parks | 18,123,620 | 20,553,590 | 20,520,350 | (33,240) | 20,608,900 |
| Police | 152,901,610 | 148,959,170 | 154,280,990 | 5,321,830 | 155,138,170 |
| Public Services | 41,151,140 | 43,099,230 | 48,581,200 | 5,481,970 | 48,026,860 |
| Recreation | 27,833,460 | 29,534,480 | 29,985,760 | 451,280 | 30,192,700 |
| Sewers | 222,719,560 | 214,198,630 | 222,506,200 | 8,307,570 | 229,148,590 |
| Stormwater Management Utility | 7,611,410 | 8,275,410 | 10,863,730 | 2,588,320 | 10,723,420 |
| Transportation & Engineering | 12,777,300 | 12,990,870 | 12,703,940 | (286,930) | 13,335,350 |
| Water Works | 128,430,120 | 134,862,460 | 144,681,500 | 9,819,040 | 145,945,910 |
| SORTA | 60,305,400 | 55,250,120 | 55,096,070 | (154,050) | 55,500,000 |
| Department Total | 1,043,681,260 | 1,069,527,700 | 1,106,569,740 | 37,042,050 | 1,178,216,780 |
| Non-Departmental Benefits | 6,243,190 | 6,619,620 | 6,934,210 | 314,590 | 7,068,590 |
| General Fund Overhead | 9,911,060 | 11,009,840 | 11,608,200 | 598,360 | 11,701,320 |
| Non-Departmental Accounts | 12,926,530 | 8,064,050 | 9,757,070 | 1,693,020 | 9,407,740 |
| Reserve for Contingencies | 300,000 | 300,000 | 300,000 | 0 | 300,000 |
| Non-Departmental Budgets Total | 29,380,780 | 25,993,510 | 28,599,480 | 2,605,970 | 28,477,650 |
| Total | 1,073,062,040 | 1,095,521,210 | 1,135,169,220 | 39,648,020 | 1,206,694,430 |



All Funds Operating Budget Summary

All Funds Operating Budget Summary by Type FY 2020

| Agency/Account | General Fund | Principal Restricted Funds | Other Restricted Funds | CDBG Funds | Total Operating |
|---------------------------------------|--------------------|----------------------------|------------------------|------------|----------------------|
| City Council | 2,136,370 | 0 | 0 | 0 | 2,136,370 |
| Office of the Mayor | 883,370 | 0 | 0 | 0 | 883,370 |
| Clerk of Council | 628,430 | 0 | 0 | 0 | 628,430 |
| City Manager | 19,830,400 | 1,997,650 | 100,000 | 0 | 21,928,050 |
| Buildings & Inspections | 9,573,350 | 1,095,980 | 7,090 | 0 | 10,676,420 |
| Citizen Complaint Authority | 691,630 | 0 | 0 | 0 | 691,630 |
| City Planning | 521,680 | 0 | 0 | 0 | 521,680 |
| Community & Economic Development | 7,181,450 | 200,000 | 352,640 | 0 | 7,734,090 |
| Enterprise Services | 0 | 20,781,280 | 0 | 0 | 20,781,280 |
| Economic Inclusion | 826,330 | 345,240 | 0 | 0 | 1,171,570 |
| Enterprise Technology Solutions | 6,284,250 | 10,946,820 | 21,210 | 0 | 17,252,280 |
| Finance | 7,318,670 | 130,400,080 | 256,210 | 0 | 137,974,960 |
| Fire | 119,554,590 | 0 | 0 | 0 | 119,554,590 |
| Health | 0 | 40,554,960 | 14,585,280 | 0 | 55,140,240 |
| Human Resources | 2,096,720 | 452,900 | 0 | 0 | 2,549,620 |
| Law | 7,369,660 | 355,760 | 0 | 0 | 7,725,420 |
| Parks | 9,213,250 | 6,692,660 | 4,614,440 | 0 | 20,520,350 |
| Police | 151,882,990 | 0 | 2,398,000 | 0 | 154,280,990 |
| Public Services | 14,368,430 | 33,937,520 | 275,250 | 0 | 48,581,200 |
| Recreation | 15,805,280 | 13,409,300 | 771,180 | 0 | 29,985,760 |
| Sewers | 0 | 222,506,200 | 0 | 0 | 222,506,200 |
| Stormwater Management Utility | 0 | 10,863,730 | 0 | 0 | 10,863,730 |
| Transportation & Engineering | 2,401,820 | 9,716,780 | 585,340 | 0 | 12,703,940 |
| Water Works | 0 | 144,681,500 | 0 | 0 | 144,681,500 |
| SORTA | 0 | 55,096,070 | 0 | 0 | 55,096,070 |
| Department Total | 378,568,670 | 704,034,430 | 23,966,640 | 0 | 1,106,569,740 |
| Non-Departmental Benefits | 4,704,770 | 2,075,930 | 153,510 | 0 | 6,934,210 |
| General Fund Overhead | 0 | 11,333,080 | 275,120 | 0 | 11,608,200 |
| Non-Departmental Accounts | 9,657,070 | 100,000 | 0 | 0 | 9,757,070 |
| Reserve for Contingencies | 0 | 300,000 | 0 | 0 | 300,000 |
| Non-Departmental Budgets Total | 14,361,840 | 13,809,010 | 428,630 | 0 | 28,599,480 |
| Grand Total | 392,930,510 | 717,843,440 | 24,395,270 | 0 | 1,135,169,220 |



All Funds Operating Budget Summary

All Funds Operating Budget Summary by Type FY 2021

| Agency/Account | General Fund | Principal Restricted Funds | Other Restricted Funds | CDBG Funds | Total Operating |
|---------------------------------------|--------------------|----------------------------|------------------------|------------|----------------------|
| City Council | 2,117,140 | 0 | 0 | 0 | 2,117,140 |
| Office of the Mayor | 880,060 | 0 | 0 | 0 | 880,060 |
| Clerk of Council | 614,720 | 0 | 0 | 0 | 614,720 |
| City Manager | 20,223,920 | 2,008,490 | 0 | 0 | 22,232,410 |
| Buildings & Inspections | 9,721,730 | 1,095,980 | 7,090 | 0 | 10,824,800 |
| Citizen Complaint Authority | 700,700 | 0 | 0 | 0 | 700,700 |
| City Planning | 557,130 | 0 | 0 | 0 | 557,130 |
| Community & Economic Development | 7,115,130 | 200,000 | 356,170 | 0 | 7,671,300 |
| Enterprise Services | 0 | 20,434,480 | 0 | 0 | 20,434,480 |
| Economic Inclusion | 852,780 | 351,980 | 0 | 0 | 1,204,760 |
| Enterprise Technology Solutions | 6,608,600 | 11,114,630 | 21,420 | 0 | 17,744,650 |
| Finance | 7,488,020 | 188,108,380 | 261,750 | 0 | 195,858,150 |
| Fire | 122,096,190 | 0 | 0 | 0 | 122,096,190 |
| Health | 0 | 41,169,730 | 14,965,200 | 0 | 56,134,930 |
| Human Resources | 2,123,220 | 470,210 | 0 | 0 | 2,593,430 |
| Law | 7,557,140 | 374,890 | 0 | 0 | 7,932,030 |
| Parks | 9,085,050 | 6,826,840 | 4,697,010 | 0 | 20,608,900 |
| Police | 152,998,100 | 0 | 2,140,070 | 0 | 155,138,170 |
| Public Services | 14,545,350 | 33,206,010 | 275,500 | 0 | 48,026,860 |
| Recreation | 17,239,360 | 12,361,010 | 592,330 | 0 | 30,192,700 |
| Sewers | 0 | 229,148,590 | 0 | 0 | 229,148,590 |
| Stormwater Management Utility | 0 | 10,723,420 | 0 | 0 | 10,723,420 |
| Transportation & Engineering | 2,618,320 | 10,125,570 | 591,460 | 0 | 13,335,350 |
| Water Works | 0 | 145,945,910 | 0 | 0 | 145,945,910 |
| SORTA | 0 | 55,500,000 | 0 | 0 | 55,500,000 |
| Department Total | 385,142,660 | 769,166,120 | 23,908,000 | 0 | 1,178,216,780 |
| Non-Departmental Benefits | 4,839,420 | 2,075,680 | 153,490 | 0 | 7,068,590 |
| General Fund Overhead | 0 | 11,426,200 | 275,120 | 0 | 11,701,320 |
| Non-Departmental Accounts | 9,307,740 | 100,000 | 0 | 0 | 9,407,740 |
| Reserve for Contingencies | 0 | 300,000 | 0 | 0 | 300,000 |
| Non-Departmental Budgets Total | 14,147,160 | 13,901,880 | 428,610 | 0 | 28,477,650 |
| Grand Total | 399,289,820 | 783,068,000 | 24,336,610 | 0 | 1,206,694,430 |



General Fund Budget Summary

General Fund Operating Budget Summary by Department

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---------------------------------------|--------------------|--------------------|------------------------|-------------------------------------|------------------------|
| City Council | 2,094,140 | 2,121,330 | 2,136,370 | 15,040 | 2,117,140 |
| Office of the Mayor | 725,520 | 838,420 | 883,370 | 44,950 | 880,060 |
| Clerk of Council | 685,010 | 661,770 | 628,430 | (33,340) | 614,720 |
| City Manager | 9,497,330 | 19,391,530 | 19,830,400 | 438,870 | 20,223,920 |
| Buildings & Inspections | 10,325,960 | 10,369,080 | 9,573,350 | (795,730) | 9,721,730 |
| Citizen Complaint Authority | 673,050 | 670,510 | 691,630 | 21,120 | 700,700 |
| City Planning | 743,140 | 648,460 | 521,680 | (126,780) | 557,130 |
| Community & Economic Development | 8,519,390 | 8,317,720 | 7,181,450 | (1,136,270) | 7,115,130 |
| Economic Inclusion | 1,118,880 | 969,890 | 826,330 | (143,560) | 852,780 |
| Enterprise Technology Solutions | 5,543,980 | 6,426,560 | 6,284,250 | (142,310) | 6,608,600 |
| Finance | 7,351,790 | 7,164,740 | 7,318,670 | 153,930 | 7,488,020 |
| Fire | 111,400,650 | 117,481,450 | 119,554,590 | 2,073,140 | 122,096,190 |
| Health | 16,949,290 | 17,054,430 | 0 | (17,054,430) | 0 |
| Human Resources | 1,912,010 | 1,778,180 | 2,096,720 | 318,540 | 2,123,220 |
| Law | 7,136,430 | 7,518,710 | 7,369,660 | (149,050) | 7,557,140 |
| Parks | 9,113,620 | 8,884,330 | 9,213,250 | 328,920 | 9,085,050 |
| Police | 149,685,730 | 146,601,670 | 151,882,990 | 5,281,330 | 152,998,100 |
| Public Services | 16,416,050 | 15,222,720 | 14,368,430 | (854,290) | 14,545,350 |
| Recreation | 15,445,460 | 16,167,970 | 15,805,280 | (362,690) | 17,239,360 |
| Transportation & Engineering | 3,199,300 | 3,053,440 | 2,401,820 | (651,620) | 2,618,320 |
| Department Total | 378,536,730 | 391,342,910 | 378,568,670 | (12,774,230) | 385,142,660 |
| Non-Departmental Benefits | 4,459,760 | 4,382,640 | 4,704,770 | 322,130 | 4,839,420 |
| Non-Departmental Accounts | 12,724,080 | 7,964,050 | 9,657,070 | 1,693,020 | 9,307,740 |
| Reserve for Contingencies | 0 | 0 | 0 | 0 | 0 |
| Non-Departmental Budgets Total | 17,183,840 | 12,346,690 | 14,361,840 | 2,015,150 | 14,147,160 |
| Grand Total | 395,720,570 | 403,689,600 | 392,930,510 | (10,759,080) | 399,289,820 |



Restricted Funds Operating Budget

Restricted Funds Operating Budget

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|--------------------|--------------------|------------------------|-------------------------------------|------------------------|
| Principal Restricted Funds | | | | | |
| 9-1-1 Cell Phone Fees | 1,424,410 | 1,790,110 | 1,347,090 | (443,020) | 1,353,360 |
| Bond Hill Roselawn Stabilization & Revitalization Operations | 200,000 | 200,000 | 200,000 | 0 | 200,000 |
| Bond Retirement | 117,122,640 | 125,171,620 | 129,220,550 | 4,048,930 | 186,906,620 |
| Cincinnati Area Geographic Information System (CAGIS) | 5,099,100 | 4,724,530 | 4,700,780 | (23,750) | 4,779,760 |
| Cincinnati Health District | 0 | 0 | 17,173,040 | 17,173,040 | 17,293,630 |
| Cincinnati Riverfront Park | 504,230 | 929,180 | 1,010,960 | 81,780 | 1,020,180 |
| Community Health Center Activities | 10,234,830 | 24,505,320 | 24,579,400 | 74,080 | 25,073,580 |
| Convention Center | 9,246,930 | 9,574,940 | 9,637,150 | 62,210 | 9,530,420 |
| County Law Enforcement Applied Regionally (CLEAR) | 5,829,080 | 5,306,070 | 5,354,140 | 48,070 | 5,430,250 |
| General Aviation | 2,042,110 | 2,055,830 | 2,180,240 | 124,410 | 2,214,670 |
| Hazard Abatement | 1,030,620 | 1,038,260 | 1,033,610 | (4,650) | 1,033,610 |
| Income Tax-Infrastructure | 19,254,750 | 20,509,450 | 20,382,110 | (127,340) | 21,045,310 |
| Income Tax-Transit | 58,697,520 | 53,668,740 | 55,989,340 | 2,320,600 | 56,406,580 |
| Metropolitan Sewer District | 226,195,290 | 219,899,110 | 229,474,960 | 9,575,850 | 236,495,070 |
| Municipal Golf | 5,785,840 | 6,139,800 | 5,560,760 | (579,040) | 5,617,100 |
| Municipal Motor Vehicle License Tax | 2,899,450 | 3,053,650 | 4,321,810 | 1,268,160 | 3,775,740 |
| Parking Meter | 0 | 0 | 4,493,440 | 4,493,440 | 4,240,100 |
| Parking System Facilities | 11,648,180 | 11,970,820 | 7,451,370 | (4,519,450) | 7,464,620 |
| Recreation Special Activities | 5,214,670 | 5,050,420 | 6,213,490 | 1,163,070 | 5,101,130 |
| Safe and Clean | 85,000 | 50,000 | 50,500 | 500 | 51,010 |
| Sawyer Point | 1,685,030 | 1,735,070 | 1,576,640 | (158,430) | 1,651,000 |
| Stormwater Management | 12,967,350 | 19,731,920 | 23,787,110 | 4,055,190 | 23,761,080 |
| Street Construction Maintenance & Repair | 11,297,060 | 11,912,340 | 15,843,240 | 3,930,900 | 15,370,680 |
| Water Works | 132,532,920 | 139,313,660 | 149,413,970 | 10,100,310 | 150,678,150 |
| Principal Restricted Total | 640,997,010 | 668,330,840 | 720,995,700 | 52,664,860 | 786,493,650 |
| Other Restricted Funds | 33,425,450 | 23,122,110 | 25,107,510 | 1,985,400 | 25,060,060 |
| Grand Total | 674,422,460 | 691,452,950 | 746,103,210 | 54,650,260 | 811,553,710 |



Other Restricted Funds Operating Budget by Fund

Other Restricted Funds Operating Budget by Fund

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| 317 - Urban Development Property Operations | 342,310 | 377,650 | 352,640 | (25,010) | 356,170 |
| 319 - Contributions For Recreation | 245,810 | 250,380 | 250,840 | 460 | 252,480 |
| 324 - Recreation Federal Grant Project | 397,040 | 308,220 | 344,700 | 36,480 | 346,470 |
| 326 - Park Donations/Special Activities | 462,600 | 509,430 | 578,020 | 68,590 | 582,640 |
| 327 - W.M. Amt Free Concerts | 16,000 | 16,000 | 16,000 | 0 | 16,000 |
| 328 - Groesbeck Endowments | 16,000 | 16,000 | 16,000 | 0 | 16,000 |
| 330 - Park Lodge/Pavilion Deposits | 650,840 | 473,040 | 460,720 | (12,320) | 465,330 |
| 332 - Krohn Conservatory | 766,920 | 783,320 | 1,392,510 | 609,190 | 1,415,690 |
| 333 - Krohn Conservatory Trustee | 41,530 | 20,000 | 0 | (20,000) | 0 |
| 336 - Telecommunications Services | 21,000 | 21,000 | 21,210 | 210 | 21,420 |
| 349 - Urban Renewal Debt Retirement | 684,300 | 647,180 | 712,240 | 65,060 | 723,450 |
| 350 - Public Health Research | 1,860,650 | 2,014,420 | 2,167,160 | 152,740 | 2,229,650 |
| 353 - Home Health Services | 8,712,170 | 2,775,670 | 3,048,370 | 272,700 | 3,166,770 |
| 354 - Household Sewage Treatment System Fees | 49,500 | 42,000 | 48,230 | 6,230 | 48,650 |
| 363 - Solid Waste Disposal Control | 83,470 | 88,700 | 89,570 | 870 | 90,480 |
| 366 - Federal Asset Forfeiture - Treasury | 0 | 0 | 360,000 | 360,000 | 360,000 |
| 367 - Federal Asset Forfeiture - Justice | 360,000 | 416,000 | 480,000 | 64,000 | 414,160 |
| 369 - Criminal Activities Forfeiture State | 1,275,000 | 1,701,500 | 1,371,800 | (329,700) | 1,121,090 |
| 370 - Drug Offender Fines Forfeiture | 160,000 | 180,000 | 121,200 | (58,800) | 183,610 |
| 372 - DUI Enforcement | 80,000 | 60,000 | 65,000 | 5,000 | 61,210 |
| 379 - Std/HIV Prevention Training | 110 | 0 | 0 | 0 | 0 |
| 381 - Cincinnati Abatement Project | 1,146,740 | 5,190 | 66,490 | 61,300 | 67,250 |
| 391 - Women & Infants Food Grant Program | 3,653,180 | 3,586,860 | 3,795,110 | 208,250 | 3,870,670 |
| 394 - State Health Program Income | 449,980 | 0 | 0 | 0 | 0 |
| 412 - Food Service License Fees | 1,138,490 | 1,135,390 | 1,263,760 | 128,370 | 1,290,530 |
| 413 - Swimming Pool License Fees | 80,970 | 87,680 | 75,430 | (12,250) | 76,270 |
| 415 - Immunization Action Plan | 282,480 | 283,350 | 340,900 | 57,550 | 352,130 |
| 418 - Federal Health Program Income | 3,746,170 | 0 | 0 | 0 | 0 |
| 420 - Public Employee Assistance Program | 601,840 | 608,640 | 300,830 | (307,810) | 306,370 |
| 425 - Heart Health In Hamilton County | 281,260 | 224,730 | 276,110 | 51,380 | 286,580 |
| 444 - Armleder Projects | 69,840 | 0 | 182,260 | 182,260 | 0 |
| 446 - Health Network | 2,669,560 | 3,064,270 | 3,356,990 | 292,720 | 3,419,950 |
| 448 - Health Care For The Homeless | 240,170 | 250,980 | 236,070 | (14,910) | 245,180 |
| 630 - Cable Access Management | 0 | 100,000 | 100,000 | 0 | 0 |
| 631 - Buildings Code Sales | 6,950 | 7,090 | 7,090 | 0 | 7,090 |
| 749 - Retirement | 18,600 | 18,600 | 18,610 | 10 | 18,590 |
| 791 - Sidewalk Assessments | 150,000 | 150,000 | 151,500 | 1,500 | 153,020 |
| 792 - Forestry Assessments | 1,954,310 | 2,163,410 | 2,305,470 | 142,060 | 2,355,630 |
| 793 - Blem Assessment | 709,680 | 735,410 | 734,680 | (730) | 739,530 |
| Other Restricted Total | 33,425,470 | 23,122,110 | 25,107,510 | 1,985,400 | 25,060,060 |



Non-Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Non-Departmental Benefits | | | | | |
| Prior Year Pension Obligations | 433,340 | 433,390 | 405,630 | (27,760) | 405,360 |
| Public Employee Assistance Program | 381,330 | 385,360 | 426,990 | 41,630 | 421,730 |
| Workers Compensation | 4,367,540 | 4,820,010 | 4,746,020 | (73,990) | 4,692,000 |
| Police and Firefighters Insurance | 300,000 | 290,230 | 300,000 | 9,770 | 294,990 |
| Unemployment Compensation | 173,000 | 168,150 | 150,000 | (18,150) | 147,490 |
| Lump Sum Payments | 587,980 | 522,480 | 905,570 | 383,090 | 1,107,020 |
| Non-Departmental Benefits Total | 6,243,190 | 6,619,620 | 6,934,210 | 314,590 | 7,068,590 |
| General Fund Overhead | 9,911,060 | 11,009,840 | 11,608,200 | 598,360 | 11,701,320 |
| Non-Departmental Accounts | | | | | |
| Audit and Examiner's Fees | 370,000 | 370,000 | 400,000 | 30,000 | 393,320 |
| Hamco Auditor & Treasurer Fees | 470,000 | 525,000 | 525,000 | 0 | 516,230 |
| County Clerk Fees | 350,000 | 350,000 | 350,000 | 0 | 344,150 |
| Election Expense | 650,000 | 154,890 | 250,000 | 95,110 | 88,490 |
| Judgments Against the City | 900,000 | 900,000 | 900,000 | 0 | 884,970 |
| Enterprise Software and Licenses | 3,900,790 | 4,493,320 | 6,038,970 | 1,545,650 | 5,903,180 |
| Memberships & Publications | 193,370 | 254,050 | 256,590 | 2,540 | 254,830 |
| HUD Section 108 Debt Service | 0 | 0 | 0 | 0 | 0 |
| Mayor's Office Obligations | 41,380 | 0 | 0 | 0 | 0 |
| Other City Obligations | 103,540 | 171,790 | 173,510 | 1,720 | 172,310 |
| Downtown Spec Improve District | 45,000 | 45,000 | 45,000 | 0 | 44,250 |
| ETS Information Infrastructure Security | 102,450 | 0 | 0 | 0 | 0 |
| Cincinnati Public Schools | 5,000,000 | 0 | 0 | 0 | 0 |
| Cincinnati Music Hall | 100,000 | 100,000 | 100,000 | 0 | 100,000 |
| Greater Cincinnati Redevelopment Authority | 700,000 | 700,000 | 700,000 | 0 | 688,310 |
| Property Investment Reim. Agreements | 0 | 0 | 18,000 | 18,000 | 17,700 |
| Non-Departmental Accounts Total | 12,926,530 | 8,064,050 | 9,757,070 | 1,693,020 | 9,407,740 |
| Reserve for Contingencies | 300,000 | 300,000 | 300,000 | 0 | 300,000 |
| Total | 29,380,780 | 25,993,510 | 28,599,480 | 2,605,970 | 28,477,650 |



9-1-1 Cell Phone Fees

This fund accounts for the receipts of all fees in accordance with the Federal Communications Commission's rules relating to the collection of 9-1-1 wireless surcharge fees.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 1,230,480 | 1,340,000 | 1,340,000 | 1,300,000 | (40,000) | 1,300,000 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 1,230,480 | 1,340,000 | 1,340,000 | 1,300,000 | (40,000) | 1,300,000 |
| Prior Year Cancellations | 0 | 0 | 5,740 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 5,740 | 0 | 0 | 0 |
| Total Revenues/Resources | 1,230,480 | 1,340,000 | 1,345,740 | 1,300,000 | (40,000) | 1,300,000 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 609,930 | 1,043,810 | 943,810 | 720,000 | (323,810) | 720,000 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 702,310 | 746,300 | 846,300 | 627,090 | (119,210) | 633,360 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 1,312,240 | 1,790,110 | 1,790,110 | 1,347,090 | (443,020) | 1,353,360 |
| Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures/Uses | 1,312,240 | 1,790,110 | 1,790,110 | 1,347,090 | (443,020) | 1,353,360 |
| Net Increase (Decrease) in Fund Balance | (81,760) | (450,110) | (444,370) | (47,090) | 403,020 | (53,360) |
| FY Beginning Balance | 853,840 | 929,410 | 772,080 | 327,710 | (601,700) | 280,620 |
| FY Ending Balance | 772,080 | 479,300 | 327,710 | 280,620 | (198,680) | 227,260 |



Bond Hill Roselawn Stabilization & Revitalization Operations

This fund provides a \$200,000 annual payment to The Community Economic Advancement Initiative for five years, effective July 1, 2016.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 0 | 0 | 0 | 0 | 0 | 0 |
| Prior Year Cancellations | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenues/Resources | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 200,000 | 200,000 | 200,000 | 200,000 | 0 | 200,000 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 200,000 | 200,000 | 200,000 | 200,000 | 0 | 200,000 |
| Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures/Uses | 200,000 | 200,000 | 200,000 | 200,000 | 0 | 200,000 |
| Net Increase (Decrease) in Fund Balance | (200,000) | (200,000) | (200,000) | (200,000) | 0 | (200,000) |
| FY Beginning Balance | 800,000 | 600,000 | 600,000 | 400,000 | (200,000) | 200,000 |
| FY Ending Balance | 600,000 | 400,000 | 400,000 | 200,000 | (200,000) | 0 |



Bond Retirement

This fund is utilized to pay the debt service on general obligation bonds and notes issued to raise capital improvement funding. The primary source of revenue for the fund is a portion of the property tax (over and above the operating budget millage).

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|--------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 33,520,750 | 31,648,080 | 31,648,080 | 37,143,920 | 5,495,840 | 37,225,740 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 23,203,070 | 22,776,620 | 22,776,620 | 24,818,020 | 2,041,400 | 25,044,090 |
| Revenue from Other Agencies | 10,492,700 | 4,865,780 | 4,865,780 | 4,649,860 | (215,920) | 4,636,060 |
| Charges for Services | 40 | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 5,689,440 | 50,000,000 | 50,000,000 | 49,218,750 | (781,250) | 117,101,250 |
| Revenue Subtotal | 72,906,000 | 109,290,480 | 109,290,480 | 115,830,550 | 6,540,070 | 184,007,140 |
| Prior Year Cancellations | 94,470 | 0 | 0 | 0 | 0 | 0 |
| Transfers In | 30,259,740 | 40,096,110 | 40,096,110 | 33,588,690 | (6,507,420) | 32,608,650 |
| Subtotal | 30,354,210 | 40,096,110 | 40,096,110 | 33,588,690 | (6,507,420) | 32,608,650 |
| Total Revenues/Resources | 103,260,210 | 149,386,590 | 149,386,590 | 149,419,240 | 32,650 | 216,615,790 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 207,480 | 317,090 | 317,090 | 304,780 | (12,310) | 312,370 |
| Employee Benefits | 76,450 | 124,430 | 124,430 | 99,420 | (25,010) | 103,150 |
| Non-Personnel | 1,112,850 | 3,330,100 | 3,330,100 | 3,387,010 | 56,910 | 3,388,950 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 73,749,590 | 121,400,000 | 121,400,000 | 125,429,340 | 4,029,340 | 183,102,150 |
| Expenditures Subtotal | 75,146,370 | 125,171,620 | 125,171,620 | 129,220,550 | 4,048,930 | 186,906,620 |
| Transfers Out | 27,719,510 | 28,110,900 | 28,110,900 | 28,738,280 | 627,380 | 27,767,480 |
| Subtotal | 27,719,510 | 28,110,900 | 28,110,900 | 28,738,280 | 627,380 | 27,767,480 |
| Total Expenditures/Uses | 102,865,880 | 153,282,520 | 153,282,520 | 157,958,830 | 4,676,310 | 214,674,100 |
| Net Increase (Decrease) in Fund Balance | 394,330 | (3,895,930) | (3,895,930) | (8,539,590) | (4,643,660) | 1,941,690 |
| FY Beginning Balance | 67,667,980 | 66,183,230 | 68,062,310 | 64,166,380 | (2,016,850) | 55,626,790 |
| FY Ending Balance | 68,062,310 | 62,287,300 | 64,166,380 | 55,626,790 | (6,660,510) | 57,568,480 |



Cincinnati Area Geographic Information System (CAGIS)

This fund accounts for the receipts and disbursements from Hamilton County and utility companies to fund an area-wide geographic information system. Fund expenditures are used for the CAGIS system.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 33,360 | 33,000 | 33,000 | 23,000 | (10,000) | 23,000 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 4,361,370 | 4,407,000 | 4,407,000 | 4,468,030 | 61,030 | 4,545,370 |
| Miscellaneous | 56,600 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 4,451,330 | 4,440,000 | 4,440,000 | 4,491,030 | 51,030 | 4,568,370 |
| Prior Year Cancellations | 833,700 | 0 | 373,000 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 833,700 | 0 | 373,000 | 0 | 0 | 0 |
| Total Revenues/Resources | 5,285,030 | 4,440,000 | 4,813,000 | 4,491,030 | 51,030 | 4,568,370 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 1,632,310 | 1,821,390 | 1,825,300 | 1,836,490 | 15,100 | 1,877,710 |
| Employee Benefits | 570,140 | 682,900 | 682,900 | 649,220 | (33,680) | 666,520 |
| Non-Personnel | 2,304,760 | 2,220,240 | 2,220,240 | 2,140,070 | (80,170) | 2,160,530 |
| Properties | 0 | 0 | 0 | 75,000 | 75,000 | 75,000 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 4,507,210 | 4,724,530 | 4,728,440 | 4,700,780 | (23,750) | 4,779,760 |
| Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures/Uses | 4,507,210 | 4,724,530 | 4,728,440 | 4,700,780 | (23,750) | 4,779,760 |
| Net Increase (Decrease) in Fund Balance | 777,820 | (284,530) | 84,560 | (209,750) | 74,780 | (211,390) |
| FY Beginning Balance | (614,150) | 769,970 | 163,670 | 248,230 | (521,740) | 38,480 |
| FY Ending Balance | 163,670 | 485,440 | 248,230 | 38,480 | (446,960) | (172,910) |



Cincinnati Health District

This fund accounts for General Fund support of the Board of Health, certificate revenues, other revenues not reported in other health funds and related expenses.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 0 | 0 | 0 | 615,000 | 615,000 | 615,000 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 0 | 0 | 0 | 615,000 | 615,000 | 615,000 |
| Prior Year Cancellations | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 16,558,040 | 16,558,040 | 16,678,630 |
| Subtotal | 0 | 0 | 0 | 16,558,040 | 16,558,040 | 16,678,630 |
| Total Revenues/Resources | 0 | 0 | 0 | 17,173,040 | 17,173,040 | 17,293,630 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 0 | 0 | 0 | 11,554,410 | 11,554,410 | 11,653,270 |
| Employee Benefits | 0 | 0 | 0 | 4,671,640 | 4,671,640 | 4,745,490 |
| Non-Personnel | 0 | 0 | 0 | 944,070 | 944,070 | 891,920 |
| Properties | 0 | 0 | 0 | 2,920 | 2,920 | 2,950 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 0 | 0 | 0 | 17,173,040 | 17,173,040 | 17,293,630 |
| Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures/Uses | 0 | 0 | 0 | 17,173,040 | 17,173,040 | 17,293,630 |
| Net Increase (Decrease) in Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 |
| FY Beginning Balance | 0 | 0 | 0 | 0 | 0 | 0 |
| FY Ending Balance | 0 | 0 | 0 | 0 | 0 | 0 |



Cincinnati Riverfront Park

This fund accounts for the receipts related to the Cincinnati Smale Riverfront Park including donations, program funds, event funds, lease revenues, and common area maintenance income from public and private entities.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 317,090 | 15,000 | 15,000 | 15,000 | 0 | 15,000 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 825,450 | 780,000 | 780,000 | 1,128,000 | 348,000 | 1,128,000 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 1,142,540 | 795,000 | 795,000 | 1,143,000 | 348,000 | 1,143,000 |
| Prior Year Cancellations | 30 | 0 | 0 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 30 | 0 | 0 | 0 | 0 | 0 |
| Total Revenues/Resources | 1,142,570 | 795,000 | 795,000 | 1,143,000 | 348,000 | 1,143,000 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 134,220 | 201,720 | 201,720 | 248,690 | 46,970 | 252,020 |
| Employee Benefits | 57,990 | 100,230 | 100,230 | 125,360 | 25,130 | 127,810 |
| Non-Personnel | 201,030 | 627,230 | 627,230 | 636,910 | 9,680 | 640,350 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 393,240 | 929,180 | 929,180 | 1,010,960 | 81,780 | 1,020,180 |
| Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures/Uses | 393,240 | 929,180 | 929,180 | 1,010,960 | 81,780 | 1,020,180 |
| Net Increase (Decrease) in Fund Balance | 749,330 | (134,180) | (134,180) | 132,040 | 266,220 | 122,820 |
| FY Beginning Balance | 2,309,220 | 2,528,000 | 3,058,550 | 2,924,370 | 396,370 | 3,056,410 |
| FY Ending Balance | 3,058,550 | 2,393,820 | 2,924,370 | 3,056,410 | 662,590 | 3,179,230 |



Community Health Center Activities

This fund receives revenue from third party claims and patient co-payments at all health center sites included in the Federally Qualified Health Centers' scope of operation. This fund supports wellness and preventive health maintenance for citizens.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue from Other Agencies | 113,510 | 100,000 | 100,000 | 100,000 | 0 | 100,000 |
| Charges for Services | 20,306,150 | 22,792,440 | 22,792,440 | 23,074,000 | 281,570 | 24,417,440 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 20,419,660 | 22,892,440 | 22,892,440 | 23,174,000 | 281,570 | 24,517,440 |
| Prior Year Cancellations | 239,450 | 0 | 262,960 | 0 | 0 | 0 |
| Transfers In | 424,720 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 664,170 | 0 | 262,960 | 0 | 0 | 0 |
| Total Revenues/Resources | 21,083,830 | 22,892,440 | 23,155,400 | 23,174,000 | 281,570 | 24,517,440 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 8,506,400 | 11,652,930 | 11,655,530 | 12,600,050 | 947,120 | 12,988,670 |
| Employee Benefits | 3,151,860 | 4,576,970 | 4,576,970 | 5,199,560 | 622,590 | 5,697,590 |
| Non-Personnel | 7,084,540 | 8,275,420 | 8,275,420 | 6,779,790 | (1,495,630) | 6,387,320 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 18,742,800 | 24,505,320 | 24,507,920 | 24,579,400 | 74,080 | 25,073,580 |
| Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures/Uses | 18,742,800 | 24,505,320 | 24,507,920 | 24,579,400 | 74,080 | 25,073,580 |
| Net Increase (Decrease) in Fund Balance | 2,341,030 | (1,612,880) | (1,352,520) | (1,405,400) | 207,490 | (556,140) |
| FY Beginning Balance | 1,258,770 | 2,047,620 | 3,599,800 | 2,247,280 | 199,660 | 841,880 |
| FY Ending Balance | 3,599,800 | 434,740 | 2,247,280 | 841,880 | 407,140 | 285,740 |



Convention Center

This fund receives the fees charged for the use of the privately-managed Duke Energy Convention Center and revenue from a portion of the Transient Occupancy Tax to pay for its operation, utilities, maintenance, and capital improvements.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 2,214,540 | 1,800,000 | 1,800,000 | 1,800,000 | 0 | 1,800,000 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 335,700 | 159,100 | 159,100 | 233,700 | 74,600 | 250,000 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 6,421,030 | 6,595,370 | 6,595,370 | 6,601,840 | 6,470 | 6,497,500 |
| Miscellaneous | 1,229,910 | 160,000 | 160,000 | 392,430 | 232,430 | 409,410 |
| Revenue Subtotal | 10,201,180 | 8,714,470 | 8,714,470 | 9,027,970 | 313,500 | 8,956,910 |
| Prior Year Cancellations | 397,400 | 0 | 3,810 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 397,400 | 0 | 3,810 | 0 | 0 | 0 |
| Total Revenues/Resources | 10,598,580 | 8,714,470 | 8,718,280 | 9,027,970 | 313,500 | 8,956,910 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 107,830 | 124,260 | 124,260 | 118,500 | (5,760) | 118,500 |
| Employee Benefits | 43,340 | 54,150 | 54,150 | 50,440 | (3,710) | 50,440 |
| Non-Personnel | 8,734,940 | 9,007,570 | 9,007,570 | 9,138,550 | 130,980 | 9,139,470 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 300,580 | 388,960 | 388,960 | 329,660 | (59,300) | 222,010 |
| Expenditures Subtotal | 9,186,690 | 9,574,940 | 9,574,940 | 9,637,150 | 62,210 | 9,530,420 |
| Transfers Out | 1,270,000 | 675,000 | 675,000 | 230,000 | (445,000) | 230,000 |
| Subtotal | 1,270,000 | 675,000 | 675,000 | 230,000 | (445,000) | 230,000 |
| Total Expenditures/Uses | 10,456,690 | 10,249,940 | 10,249,940 | 9,867,150 | (382,790) | 9,760,420 |
| Net Increase (Decrease) in Fund Balance | 141,890 | (1,535,470) | (1,531,660) | (839,180) | 696,290 | (803,510) |
| FY Beginning Balance | 4,245,700 | 2,783,620 | 4,387,590 | 2,855,930 | 72,310 | 2,016,750 |
| FY Ending Balance | 4,387,590 | 1,248,150 | 2,855,930 | 2,016,750 | 768,600 | 1,213,240 |



County Law Enforcement Applied Regionally (CLEAR)

This fund accounts for the revenues and expenditures associated with the County Law Enforcement Applied Regionally program system administered by the City.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue from Other Agencies | 4,365,610 | 5,137,530 | 5,137,530 | 5,188,280 | 50,740 | 5,263,160 |
| Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 14,040 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 4,379,650 | 5,137,530 | 5,137,530 | 5,188,280 | 50,740 | 5,263,160 |
| Prior Year Cancellations | 363,500 | 0 | 147,820 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 363,500 | 0 | 147,820 | 0 | 0 | 0 |
| Total Revenues/Resources | 4,743,150 | 5,137,530 | 5,285,350 | 5,188,280 | 50,740 | 5,263,160 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 1,036,600 | 1,451,000 | 1,455,700 | 1,487,300 | 36,300 | 1,518,360 |
| Employee Benefits | 300,080 | 437,960 | 437,960 | 473,860 | 35,900 | 486,300 |
| Non-Personnel | 2,179,360 | 3,397,110 | 3,397,110 | 3,392,980 | (4,130) | 3,425,590 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 20,000 | 20,000 | 0 | (20,000) | 0 |
| Expenditures Subtotal | 3,516,040 | 5,306,070 | 5,310,770 | 5,354,140 | 48,070 | 5,430,250 |
| Transfers Out | 19,990 | 19,990 | 19,990 | 20,010 | 10 | 19,990 |
| Subtotal | 19,990 | 19,990 | 19,990 | 20,010 | 10 | 19,990 |
| Total Expenditures/Uses | 3,536,030 | 5,326,060 | 5,330,760 | 5,374,150 | 48,080 | 5,450,240 |
| Net Increase (Decrease) in Fund Balance | 1,207,120 | (188,530) | (45,410) | (185,870) | 2,660 | (187,080) |
| FY Beginning Balance | (680,030) | 1,406,970 | 527,090 | 481,680 | (925,290) | 295,810 |
| FY Ending Balance | 527,090 | 1,218,440 | 481,680 | 295,810 | (922,630) | 108,730 |



General Aviation

This fund accounts for revenues from hangar rental and other fees at Lunken Airport. Expenditures from this fund support maintenance and general operation of the municipally-owned Lunken Airport.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 67,360 | 25,000 | 25,000 | 25,000 | 0 | 25,000 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 2,159,180 | 2,025,000 | 2,025,000 | 2,065,500 | 40,500 | 2,106,810 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 2,226,540 | 2,050,000 | 2,050,000 | 2,090,500 | 40,500 | 2,131,810 |
| Prior Year Cancellations | 50,810 | 0 | 60 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 50,810 | 0 | 60 | 0 | 0 | 0 |
| Total Revenues/Resources | 2,277,350 | 2,050,000 | 2,050,060 | 2,090,500 | 40,500 | 2,131,810 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 742,650 | 841,520 | 844,220 | 868,990 | 27,470 | 888,800 |
| Employee Benefits | 257,380 | 378,350 | 378,350 | 403,680 | 25,330 | 414,390 |
| Non-Personnel | 668,920 | 731,250 | 731,250 | 803,910 | 72,660 | 809,100 |
| Properties | 127,210 | 47,310 | 47,310 | 47,780 | 470 | 48,260 |
| Debt Service | 60,670 | 57,400 | 57,400 | 55,880 | (1,520) | 54,120 |
| Expenditures Subtotal | 1,856,830 | 2,055,830 | 2,058,530 | 2,180,240 | 124,410 | 2,214,670 |
| Transfers Out | 678,400 | 703,400 | 703,400 | 592,000 | (111,400) | 340,000 |
| Subtotal | 678,400 | 703,400 | 703,400 | 592,000 | (111,400) | 340,000 |
| Total Expenditures/Uses | 2,535,230 | 2,759,230 | 2,761,930 | 2,772,240 | 13,010 | 2,554,670 |
| Net Increase (Decrease) in Fund Balance | (257,880) | (709,230) | (711,870) | (681,740) | 27,490 | (422,860) |
| FY Beginning Balance | 2,433,710 | 1,813,610 | 2,175,830 | 1,463,960 | (349,650) | 782,220 |
| FY Ending Balance | 2,175,830 | 1,104,380 | 1,463,960 | 782,220 | (322,160) | 359,360 |



General Fund

This fund accounts for receipts from the operating portion of property taxes, 1.55% of the City income tax, and licenses, permits and other receipts which provide monies for operations of all City departments not provided for by other funds or means.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|--------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 311,843,180 | 313,932,210 | 315,398,000 | 322,135,380 | 8,203,170 | 329,202,180 |
| Licenses & Permits | 17,177,760 | 23,316,930 | 23,316,930 | 21,782,720 | (1,534,220) | 21,860,720 |
| Courts & Use of Money & Property | 9,928,360 | 11,085,000 | 11,085,000 | 11,035,000 | (50,000) | 11,035,000 |
| Revenue from Other Agencies | 22,677,110 | 22,154,790 | 22,194,790 | 23,293,720 | 1,138,930 | 23,293,720 |
| Charges for Services | 28,295,880 | 31,221,770 | 31,221,770 | 31,580,420 | 358,650 | 31,520,420 |
| Miscellaneous | 3,066,060 | 2,996,080 | 2,996,080 | 2,149,560 | (846,520) | 1,664,940 |
| Revenue Subtotal | 392,988,350 | 404,706,780 | 406,212,570 | 411,976,800 | 7,270,010 | 418,576,980 |
| Prior Year Cancellations | 2,468,920 | 0 | 1,525,290 | 0 | 0 | 0 |
| Transfers In | 3,930,190 | 1,300,000 | 1,685,000 | 121,000 | (1,179,000) | 0 |
| Subtotal | 6,399,110 | 1,300,000 | 3,210,290 | 121,000 | (1,179,000) | 0 |
| Total Revenues/Resources | 399,387,460 | 406,006,780 | 409,422,860 | 412,097,800 | 6,091,010 | 418,576,980 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 234,529,920 | 242,556,600 | 246,214,280 | 232,938,400 | (9,618,200) | 237,681,770 |
| Employee Benefits | 89,141,470 | 98,596,510 | 98,422,740 | 99,458,210 | 861,710 | 100,903,350 |
| Non-Personnel | 72,183,240 | 62,508,070 | 64,732,680 | 60,508,570 | (1,999,500) | 60,679,140 |
| Properties | 71,680 | 28,420 | 28,420 | 25,330 | (3,090) | 25,560 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 395,926,310 | 403,689,600 | 409,398,120 | 392,930,510 | (10,759,080) | 399,289,820 |
| Transfers Out | 1,326,030 | 2,618,560 | 5,129,660 | 19,167,270 | 16,548,710 | 19,287,150 |
| Subtotal | 1,326,030 | 2,618,560 | 5,129,660 | 19,167,270 | 16,548,710 | 19,287,150 |
| Total Expenditures/Uses | 397,252,340 | 406,308,160 | 414,527,780 | 412,097,780 | 5,789,630 | 418,576,970 |
| Net Increase (Decrease) in Fund Balance | 2,135,120 | (301,380) | (5,104,920) | 20 | 301,380 | 10 |
| FY Beginning Balance | 9,471,260 | 6,555,980 | 11,606,380 | 6,501,460 | (54,520) | 6,501,480 |
| FY Ending Balance | 11,606,380 | 6,254,600 | 6,501,460 | 6,501,480 | 246,880 | 6,501,490 |



Hazard Abatement

This fund accounts for the receipts of all vacant building maintenance license fees.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 849,680 | 659,310 | 659,310 | 915,000 | 255,690 | 915,000 |
| Miscellaneous | 105,470 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 955,150 | 659,310 | 659,310 | 915,000 | 255,690 | 915,000 |
| Prior Year Cancellations | 96,090 | 0 | 69,630 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 96,090 | 0 | 69,630 | 0 | 0 | 0 |
| Total Revenues/Resources | 1,051,240 | 659,310 | 728,940 | 915,000 | 255,690 | 915,000 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 0 | 130,390 | 130,390 | 130,390 | 0 | 130,390 |
| Employee Benefits | 0 | 56,580 | 56,580 | 55,520 | (1,060) | 55,520 |
| Non-Personnel | 835,170 | 851,290 | 851,290 | 847,700 | (3,590) | 847,700 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 835,170 | 1,038,260 | 1,038,260 | 1,033,610 | (4,650) | 1,033,610 |
| Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures/Uses | 835,170 | 1,038,260 | 1,038,260 | 1,033,610 | (4,650) | 1,033,610 |
| Net Increase (Decrease) in Fund Balance | 216,070 | (378,950) | (309,320) | (118,610) | 260,340 | (118,610) |
| FY Beginning Balance | 1,940,360 | 1,656,330 | 2,156,430 | 1,847,110 | 190,780 | 1,728,500 |
| FY Ending Balance | 2,156,430 | 1,277,380 | 1,847,110 | 1,728,500 | 451,120 | 1,609,890 |



Income Tax-Infrastructure

This fund accounts for receipts from the 0.1% increase in the Income Tax approved by voters in 1988 and for expenses for repair, upkeep, and improvements of the City's infrastructure. The City must spend a minimum amount for yearly infrastructure needs.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|--------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 17,901,770 | 18,110,000 | 18,110,000 | 18,677,420 | 567,420 | 19,118,210 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue from Other Agencies | 630 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 257,920 | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 272,400 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 18,432,720 | 18,110,000 | 18,110,000 | 18,677,420 | 567,420 | 19,118,210 |
| Prior Year Cancellations | 95,440 | 0 | 163,720 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 95,440 | 0 | 163,720 | 0 | 0 | 0 |
| Total Revenues/Resources | 18,528,160 | 18,110,000 | 18,273,720 | 18,677,420 | 567,420 | 19,118,210 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 10,205,510 | 11,438,850 | 11,008,220 | 10,870,720 | (568,130) | 11,197,670 |
| Employee Benefits | 3,772,890 | 4,078,110 | 4,408,010 | 4,653,280 | 575,170 | 5,207,400 |
| Non-Personnel | 4,724,380 | 4,980,450 | 4,760,450 | 4,845,950 | (134,500) | 4,627,960 |
| Properties | 10,700 | 12,040 | 12,040 | 12,160 | 120 | 12,280 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 18,713,480 | 20,509,450 | 20,188,720 | 20,382,110 | (127,340) | 21,045,310 |
| Transfers Out | 963,770 | 910,260 | 1,910,260 | 879,910 | (30,350) | 884,210 |
| Subtotal | 963,770 | 910,260 | 1,910,260 | 879,910 | (30,350) | 884,210 |
| Total Expenditures/Uses | 19,677,250 | 21,419,710 | 22,098,980 | 21,262,020 | (157,690) | 21,929,520 |
| Net Increase (Decrease) in Fund Balance | (1,149,090) | (3,309,710) | (3,825,260) | (2,584,600) | 725,110 | (2,811,310) |
| FY Beginning Balance | 10,760,210 | 9,016,710 | 9,611,120 | 5,785,860 | (3,230,850) | 3,201,260 |
| FY Ending Balance | 9,611,120 | 5,707,000 | 5,785,860 | 3,201,260 | (2,505,740) | 389,950 |



Income Tax-Transit

This fund accumulates the proceeds of the 0.3% of the Income Tax established for City transit needs and transportation-related functions. The City contracts with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|--------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 53,705,320 | 54,329,030 | 54,329,030 | 56,032,260 | 1,703,230 | 57,354,620 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 133,620 | 125,000 | 125,000 | 125,000 | 0 | 125,000 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 2,350 | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 36,000 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 53,877,290 | 54,454,030 | 54,454,030 | 56,157,260 | 1,703,230 | 57,479,620 |
| Prior Year Cancellations | 358,330 | 0 | 0 | 0 | 0 | 0 |
| Transfers In | 2,000,000 | 0 | 3,000,000 | 0 | 0 | 0 |
| Subtotal | 2,358,330 | 0 | 3,000,000 | 0 | 0 | 0 |
| Total Revenues/Resources | 56,235,620 | 54,454,030 | 57,454,030 | 56,157,260 | 1,703,230 | 57,479,620 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 121,170 | 267,290 | 258,390 | 250,530 | (16,760) | 259,530 |
| Employee Benefits | 36,190 | 54,930 | 66,930 | 55,660 | 730 | 59,660 |
| Non-Personnel | 58,491,150 | 53,346,520 | 56,346,520 | 55,683,150 | 2,336,630 | 56,087,390 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 58,648,510 | 53,668,740 | 56,671,840 | 55,989,340 | 2,320,600 | 56,406,580 |
| Transfers Out | 100,000 | 100,000 | 100,000 | 100,000 | 0 | 100,000 |
| Subtotal | 100,000 | 100,000 | 100,000 | 100,000 | 0 | 100,000 |
| Total Expenditures/Uses | 58,748,510 | 53,768,740 | 56,771,840 | 56,089,340 | 2,320,600 | 56,506,580 |
| Net Increase (Decrease) in Fund Balance | (2,512,890) | 685,290 | 682,190 | 67,920 | (617,370) | 973,040 |
| FY Beginning Balance | 8,526,440 | 4,920,120 | 6,013,550 | 6,695,740 | 1,775,620 | 6,763,660 |
| FY Ending Balance | 6,013,550 | 5,605,410 | 6,695,740 | 6,763,660 | 1,158,250 | 7,736,700 |



Metropolitan Sewer District

This fund supports the management and operation of the Metropolitan Sewer District (MSD). MSD is run by the City on behalf of Hamilton County. User fees charged to customers fund operating expenses and capital improvements.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|--------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 36,470 | 28,000 | 28,000 | 28,280 | 280 | 28,560 |
| Courts & Use of Money & Property | 2,802,940 | 2,365,350 | 2,365,350 | 1,573,080 | (792,280) | 1,426,160 |
| Revenue from Other Agencies | 22,210 | 15,000 | 15,000 | 15,150 | 150 | 15,300 |
| Charges for Services | 294,522,650 | 277,095,440 | 277,095,440 | 276,680,880 | (414,560) | 278,887,200 |
| Miscellaneous | 1,633,060 | 1,273,050 | 1,273,050 | 1,285,780 | 12,730 | 1,298,640 |
| Revenue Subtotal | 299,017,330 | 280,776,840 | 280,776,840 | 279,583,170 | (1,193,680) | 281,655,860 |
| Prior Year Cancellations | 132,351,860 | 0 | 176,757,390 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 132,351,860 | 0 | 176,757,390 | 0 | 0 | 0 |
| Total Revenues/Resources | 431,369,190 | 280,776,840 | 457,534,230 | 279,583,170 | (1,193,680) | 281,655,860 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 38,812,710 | 41,362,790 | 41,362,790 | 43,274,630 | 1,911,840 | 44,586,320 |
| Employee Benefits | 13,970,050 | 16,339,430 | 16,339,430 | 17,847,590 | 1,508,160 | 18,447,770 |
| Non-Personnel | 70,249,510 | 66,737,120 | 66,737,120 | 73,256,540 | 6,519,420 | 72,821,360 |
| Properties | 2,853,510 | 2,656,800 | 2,656,800 | 3,864,500 | 1,207,700 | 4,149,100 |
| Debt Service | 81,323,360 | 92,802,970 | 92,802,970 | 91,231,700 | (1,571,270) | 96,490,520 |
| Expenditures Subtotal | 207,209,140 | 219,899,110 | 219,899,110 | 229,474,960 | 9,575,850 | 236,495,070 |
| Transfers Out | 85,680,000 | 85,680,000 | 85,680,000 | 64,000,000 | (21,680,000) | 62,000,000 |
| Subtotal | 85,680,000 | 85,680,000 | 85,680,000 | 64,000,000 | (21,680,000) | 62,000,000 |
| Total Expenditures/Uses | 292,889,140 | 305,579,110 | 305,579,110 | 293,474,960 | (12,104,150) | 298,495,070 |
| Net Increase (Decrease) in Fund Balance | 138,480,050 | (24,802,270) | 151,955,120 | (13,891,790) | 10,910,470 | (16,839,210) |
| FY Beginning Balance | 85,670,250 | 92,541,450 | 224,150,300 | 376,105,420 | 283,563,970 | 362,213,630 |
| FY Ending Balance | 224,150,300 | 67,739,180 | 376,105,420 | 362,213,630 | 294,474,450 | 345,374,420 |



Municipal Golf

This fund supports the operation and maintenance of the City's privately managed golf courses, using receipts from fees charged for the use of golf courses, driving ranges, golf carts, and concessions purchased by golf patrons.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 20,030 | 25,000 | 25,000 | 25,000 | 0 | 25,000 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 5,648,700 | 5,875,000 | 5,875,000 | 5,875,000 | 0 | 5,875,000 |
| Miscellaneous | 510 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 5,669,240 | 5,900,000 | 5,900,000 | 5,900,000 | 0 | 5,900,000 |
| Prior Year Cancellations | 7,950 | 0 | 7,470 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 7,950 | 0 | 7,470 | 0 | 0 | 0 |
| Total Revenues/Resources | 5,677,190 | 5,900,000 | 5,907,470 | 5,900,000 | 0 | 5,900,000 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 181,890 | 209,660 | 209,660 | 212,050 | 2,390 | 214,090 |
| Employee Benefits | 60,170 | 74,910 | 74,910 | 77,690 | 2,780 | 78,860 |
| Non-Personnel | 5,063,910 | 5,557,940 | 5,717,940 | 5,230,390 | (327,550) | 5,285,020 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 309,950 | 297,290 | 297,290 | 40,630 | (256,660) | 39,130 |
| Expenditures Subtotal | 5,615,920 | 6,139,800 | 6,299,800 | 5,560,760 | (579,040) | 5,617,100 |
| Transfers Out | 0 | 0 | 235,000 | 1,500 | 1,500 | 0 |
| Subtotal | 0 | 0 | 235,000 | 1,500 | 1,500 | 0 |
| Total Expenditures/Uses | 5,615,920 | 6,139,800 | 6,534,800 | 5,562,260 | (577,540) | 5,617,100 |
| Net Increase (Decrease) in Fund Balance | 61,270 | (239,800) | (627,330) | 337,740 | 577,540 | 282,900 |
| FY Beginning Balance | 1,460,790 | 1,582,900 | 1,522,060 | 894,730 | (688,170) | 1,232,470 |
| FY Ending Balance | 1,522,060 | 1,343,100 | 894,730 | 1,232,470 | (110,630) | 1,515,370 |



Municipal Motor Vehicle License Tax

This fund accounts for the receipts from the Motor Vehicle License Tax levied by the City and 50% of the receipts from the tax levied by Hamilton County. Fund expenditures are dedicated to repair, upkeep, and improvements to the City's right-of-way.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue from Other Agencies | 2,743,120 | 2,600,000 | 2,600,000 | 3,800,000 | 1,200,000 | 3,900,000 |
| Charges for Services | 70,610 | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 25,200 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 2,838,930 | 2,600,000 | 2,600,000 | 3,800,000 | 1,200,000 | 3,900,000 |
| Prior Year Cancellations | 29,020 | 0 | 0 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 29,020 | 0 | 0 | 0 | 0 | 0 |
| Total Revenues/Resources | 2,867,950 | 2,600,000 | 2,600,000 | 3,800,000 | 1,200,000 | 3,900,000 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 1,303,270 | 1,431,750 | 1,433,820 | 1,458,770 | 27,020 | 1,488,290 |
| Employee Benefits | 503,700 | 669,890 | 670,090 | 714,620 | 44,730 | 733,740 |
| Non-Personnel | 877,960 | 952,010 | 1,682,010 | 2,148,420 | 1,196,410 | 1,553,710 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 2,684,930 | 3,053,650 | 3,785,920 | 4,321,810 | 1,268,160 | 3,775,740 |
| Transfers Out | 39,740 | 39,700 | 39,700 | 39,680 | (10) | 39,620 |
| Subtotal | 39,740 | 39,700 | 39,700 | 39,680 | (10) | 39,620 |
| Total Expenditures/Uses | 2,724,670 | 3,093,350 | 3,825,620 | 4,361,490 | 1,268,150 | 3,815,360 |
| Net Increase (Decrease) in Fund Balance | 143,280 | (493,350) | (1,225,620) | (561,490) | (68,150) | 84,640 |
| FY Beginning Balance | 1,872,220 | 1,562,060 | 2,015,500 | 789,880 | (772,180) | 228,390 |
| FY Ending Balance | 2,015,500 | 1,068,710 | 789,880 | 228,390 | (840,320) | 313,030 |



Parking Meter

This fund accounts for receipts from parking meters throughout the City. Expenditures include the operation and maintenance of the on-street parking system. A portion of parking meter revenue is transferred to the General Fund which is not reflected here.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 0 | 0 | 0 | 4,520,000 | 4,520,000 | 4,725,000 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 0 | 0 | 0 | 4,520,000 | 4,520,000 | 4,725,000 |
| Prior Year Cancellations | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenues/Resources | 0 | 0 | 0 | 4,520,000 | 4,520,000 | 4,725,000 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 0 | 0 | 0 | 1,658,030 | 1,658,030 | 1,689,920 |
| Employee Benefits | 0 | 0 | 0 | 697,700 | 697,700 | 721,040 |
| Non-Personnel | 0 | 0 | 0 | 2,137,710 | 2,137,710 | 1,829,140 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 0 | 0 | 0 | 4,493,440 | 4,493,440 | 4,240,100 |
| Transfers Out | 0 | 0 | 0 | 0 | 0 | 392,560 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 392,560 |
| Total Expenditures/Uses | 0 | 0 | 0 | 4,493,440 | 4,493,440 | 4,632,660 |
| Net Increase (Decrease) in Fund Balance | 0 | 0 | 0 | 26,560 | 26,560 | 92,340 |
| FY Beginning Balance | 0 | 0 | 0 | 0 | 0 | 26,560 |
| FY Ending Balance | 0 | 0 | 0 | 26,560 | 26,560 | 118,900 |



Parking System Facilities

This fund supports the operations of and improvements to the City's public garages and parking lots (off-street). The Parking System operates as a system whereby the more profitable garages and parking lots support those in less profitable locations.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 180,200 | 100,500 | 100,500 | 150,000 | 49,500 | 150,000 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 11,367,010 | 10,824,000 | 10,824,000 | 7,751,500 | (3,072,500) | 7,851,500 |
| Miscellaneous | 4,380 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 11,551,590 | 10,924,500 | 10,924,500 | 7,901,500 | (3,023,000) | 8,001,500 |
| Prior Year Cancellations | 412,070 | 0 | 3,840 | 0 | 0 | 0 |
| Transfers In | 420,000 | 0 | 0 | 0 | 0 | 392,560 |
| Subtotal | 832,070 | 0 | 3,840 | 0 | 0 | 392,560 |
| Total Revenues/Resources | 12,383,660 | 10,924,500 | 10,928,340 | 7,901,500 | (3,023,000) | 8,394,060 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 1,983,670 | 2,466,960 | 2,468,550 | 411,680 | (2,055,280) | 415,740 |
| Employee Benefits | 827,680 | 1,116,370 | 1,116,370 | 202,640 | (913,730) | 206,300 |
| Non-Personnel | 6,506,320 | 6,423,040 | 6,423,040 | 4,707,790 | (1,715,250) | 4,737,840 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 2,065,840 | 1,964,450 | 1,964,450 | 2,129,260 | 164,810 | 2,104,740 |
| Expenditures Subtotal | 11,383,510 | 11,970,820 | 11,972,410 | 7,451,370 | (4,519,450) | 7,464,620 |
| Transfers Out | 690,600 | 591,300 | 591,300 | 193,500 | (397,800) | 190,000 |
| Subtotal | 690,600 | 591,300 | 591,300 | 193,500 | (397,800) | 190,000 |
| Total Expenditures/Uses | 12,074,110 | 12,562,120 | 12,563,710 | 7,644,870 | (4,917,250) | 7,654,620 |
| Net Increase (Decrease) in Fund Balance | 309,550 | (1,637,620) | (1,635,370) | 256,630 | 1,894,250 | 739,440 |
| FY Beginning Balance | 8,414,080 | 7,263,940 | 8,723,630 | 7,088,260 | (175,680) | 7,344,890 |
| FY Ending Balance | 8,723,630 | 5,626,320 | 7,088,260 | 7,344,890 | 1,718,570 | 8,084,330 |



Recreation Special Activities

This fund accounts for the receipts and operating expenditures of recreation facility rentals, day camps, swimming pools, the Schmidt boat ramp, concessions, and recreation center contract classes.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 84,260 | 83,000 | 83,000 | 83,000 | 0 | 83,000 |
| Revenue from Other Agencies | 385,000 | 500,000 | 500,000 | 500,000 | 0 | 500,000 |
| Charges for Services | 4,105,040 | 4,312,000 | 4,312,000 | 4,312,000 | 0 | 4,312,000 |
| Miscellaneous | 64,150 | 5,000 | 5,000 | 5,000 | 0 | 5,000 |
| Revenue Subtotal | 4,638,450 | 4,900,000 | 4,900,000 | 4,900,000 | 0 | 4,900,000 |
| Prior Year Cancellations | 49,460 | 0 | 79,760 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 49,460 | 0 | 79,760 | 0 | 0 | 0 |
| Total Revenues/Resources | 4,687,910 | 4,900,000 | 4,979,760 | 4,900,000 | 0 | 4,900,000 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 3,246,550 | 3,328,420 | 3,431,880 | 4,073,400 | 744,980 | 3,259,140 |
| Employee Benefits | 317,140 | 242,570 | 269,320 | 509,690 | 267,120 | 241,990 |
| Non-Personnel | 1,250,430 | 1,466,270 | 1,526,270 | 1,617,110 | 150,840 | 1,586,580 |
| Properties | 64,000 | 13,160 | 13,160 | 13,290 | 130 | 13,420 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 4,878,120 | 5,050,420 | 5,240,630 | 6,213,490 | 1,163,070 | 5,101,130 |
| Transfers Out | 0 | 0 | 600,000 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 600,000 | 0 | 0 | 0 |
| Total Expenditures/Uses | 4,878,120 | 5,050,420 | 5,840,630 | 6,213,490 | 1,163,070 | 5,101,130 |
| Net Increase (Decrease) in Fund Balance | (190,210) | (150,420) | (860,870) | (1,313,490) | (1,163,070) | (201,130) |
| FY Beginning Balance | 2,810,140 | 2,269,940 | 2,619,930 | 1,759,060 | (510,880) | 445,570 |
| FY Ending Balance | 2,619,930 | 2,119,520 | 1,759,060 | 445,570 | (1,673,950) | 244,440 |



Safe and Clean

This fund accounts for the receipts of revenues generated by the City's billboard leases up to \$50,000 annually.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 48,100 | 50,000 | 50,000 | 50,000 | 0 | 50,000 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 48,100 | 50,000 | 50,000 | 50,000 | 0 | 50,000 |
| Prior Year Cancellations | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenues/Resources | 48,100 | 50,000 | 50,000 | 50,000 | 0 | 50,000 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 85,000 | 50,000 | 50,000 | 50,500 | 500 | 51,010 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 85,000 | 50,000 | 50,000 | 50,500 | 500 | 51,010 |
| Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures/Uses | 85,000 | 50,000 | 50,000 | 50,500 | 500 | 51,010 |
| Net Increase (Decrease) in Fund Balance | (36,900) | 0 | 0 | (500) | (500) | (1,010) |
| FY Beginning Balance | 51,750 | 16,750 | 14,850 | 14,850 | (1,900) | 14,350 |
| FY Ending Balance | 14,850 | 16,750 | 14,850 | 14,350 | (2,400) | 13,340 |



Sawyer Point

The revenue from this fund is generated from waterfront fee-based programs, waterfront special activities and events, concession commissions, and parking fees.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 93,360 | 20,000 | 20,000 | 20,000 | 0 | 20,000 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 774,420 | 1,037,500 | 1,037,500 | 847,500 | (190,000) | 847,500 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 867,780 | 1,057,500 | 1,057,500 | 867,500 | (190,000) | 867,500 |
| Prior Year Cancellations | 20,540 | 0 | 0 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 20,540 | 0 | 0 | 0 | 0 | 0 |
| Total Revenues/Resources | 888,320 | 1,057,500 | 1,057,500 | 867,500 | (190,000) | 867,500 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 264,470 | 665,040 | 665,040 | 491,950 | (173,090) | 550,840 |
| Employee Benefits | 95,510 | 281,980 | 281,980 | 284,420 | 2,440 | 288,070 |
| Non-Personnel | 324,130 | 788,050 | 788,050 | 800,270 | 12,220 | 812,090 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 684,110 | 1,735,070 | 1,735,070 | 1,576,640 | (158,430) | 1,651,000 |
| Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures/Uses | 684,110 | 1,735,070 | 1,735,070 | 1,576,640 | (158,430) | 1,651,000 |
| Net Increase (Decrease) in Fund Balance | 204,210 | (677,570) | (677,570) | (709,140) | (31,570) | (783,500) |
| FY Beginning Balance | 2,211,150 | 1,596,290 | 2,415,360 | 1,737,790 | 141,500 | 1,028,650 |
| FY Ending Balance | 2,415,360 | 918,720 | 1,737,790 | 1,028,650 | 109,930 | 245,150 |



Stormwater Management

This fund supports the operations, maintenance and capital improvements for the City's Stormwater mitigation efforts. Revenues are generated by a user fee determined by property area and land use based on an intensity of development factor formula.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 210,180 | 161,000 | 161,000 | 26,600 | (134,400) | 29,800 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 11,957,100 | 19,982,400 | 17,982,400 | 23,596,100 | 3,613,700 | 26,513,460 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 12,167,280 | 20,143,400 | 18,143,400 | 23,622,700 | 3,479,300 | 26,543,260 |
| Prior Year Cancellations | 825,010 | 0 | 126,890 | 0 | 0 | 0 |
| Transfers In | 748,490 | 0 | 2,090 | 0 | 0 | 0 |
| Subtotal | 1,573,500 | 0 | 128,980 | 0 | 0 | 0 |
| Total Revenues/Resources | 13,740,780 | 20,143,400 | 18,272,380 | 23,622,700 | 3,479,300 | 26,543,260 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 5,122,560 | 8,607,420 | 7,859,990 | 8,839,210 | 231,790 | 8,844,790 |
| Employee Benefits | 1,809,230 | 2,982,930 | 2,982,930 | 3,406,730 | 423,800 | 3,462,520 |
| Non-Personnel | 5,293,800 | 7,107,840 | 7,157,840 | 10,014,840 | 2,907,000 | 9,990,790 |
| Properties | 90,150 | 210,000 | 560,000 | 301,400 | 91,400 | 267,220 |
| Debt Service | 338,320 | 823,730 | 823,730 | 1,224,930 | 401,200 | 1,195,760 |
| Expenditures Subtotal | 12,654,060 | 19,731,920 | 19,384,490 | 23,787,110 | 4,055,190 | 23,761,080 |
| Transfers Out | 1,249,690 | 1,900,400 | 1,900,400 | 1,365,800 | (534,600) | 643,300 |
| Subtotal | 1,249,690 | 1,900,400 | 1,900,400 | 1,365,800 | (534,600) | 643,300 |
| Total Expenditures/Uses | 13,903,750 | 21,632,320 | 21,284,890 | 25,152,910 | 3,520,590 | 24,404,380 |
| Net Increase (Decrease) in Fund Balance | (162,970) | (1,488,920) | (3,012,510) | (1,530,210) | (41,290) | 2,138,880 |
| FY Beginning Balance | 9,862,860 | 8,426,770 | 9,699,890 | 6,687,380 | (1,739,390) | 5,157,170 |
| FY Ending Balance | 9,699,890 | 6,937,850 | 6,687,380 | 5,157,170 | (1,780,680) | 7,296,050 |



Street Construction Maintenance & Repair

This fund is used by the City to supplement the maintenance and repair of the City's street system and traffic control devices. The funds are received from the State of Ohio from the motor vehicle license tax and gasoline taxes.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|-------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue from Other Agencies | 9,948,070 | 9,925,520 | 9,925,520 | 15,279,670 | 5,354,150 | 15,427,300 |
| Charges for Services | 194,170 | 140,820 | 140,820 | 140,820 | 0 | 140,820 |
| Miscellaneous | 298,940 | 0 | 0 | 0 | 0 | 0 |
| Revenue Subtotal | 10,441,180 | 10,066,340 | 10,066,340 | 15,420,490 | 5,354,150 | 15,568,120 |
| Prior Year Cancellations | 163,800 | 0 | 4,100 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 163,800 | 0 | 4,100 | 0 | 0 | 0 |
| Total Revenues/Resources | 10,604,980 | 10,066,340 | 10,070,440 | 15,420,490 | 5,354,150 | 15,568,120 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 5,540,230 | 5,988,240 | 6,069,700 | 6,763,950 | 775,710 | 6,932,640 |
| Employee Benefits | 2,148,930 | 2,560,670 | 2,561,520 | 3,157,260 | 596,590 | 3,253,720 |
| Non-Personnel | 3,256,200 | 3,345,040 | 4,174,610 | 5,903,460 | 2,558,420 | 5,165,560 |
| Properties | 15,480 | 18,390 | 18,390 | 18,570 | 180 | 18,760 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures Subtotal | 10,960,840 | 11,912,340 | 12,824,220 | 15,843,240 | 3,930,900 | 15,370,680 |
| Transfers Out | 113,950 | 113,290 | 113,290 | 112,660 | (630) | 111,970 |
| Subtotal | 113,950 | 113,290 | 113,290 | 112,660 | (630) | 111,970 |
| Total Expenditures/Uses | 11,074,790 | 12,025,630 | 12,937,510 | 15,955,900 | 3,930,270 | 15,482,650 |
| Net Increase (Decrease) in Fund Balance | (469,810) | (1,959,290) | (2,867,070) | (535,410) | 1,423,880 | 85,470 |
| FY Beginning Balance | 4,283,930 | 3,096,610 | 3,814,120 | 947,050 | (2,149,560) | 411,640 |
| FY Ending Balance | 3,814,120 | 1,137,320 | 947,050 | 411,640 | (725,680) | 497,110 |



Water Works

This fund supports the operations, capital improvements, repairs, and debt service expenditures of the Greater Cincinnati Water Works (GCWW). The City owns and operates the entire system, which is funded mainly by water user fees paid by GCWW customers.

| | FY 2018 Actual | FY 2019 Approved Update | FY 2019 Estimate | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|---------------------|-------------------------------|---------------------|------------------------|--|------------------------|
| Revenue/Resources | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Courts & Use of Money & Property | 1,969,910 | 527,000 | 527,000 | 1,440,000 | 913,000 | 1,240,000 |
| Revenue from Other Agencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Charges for Services | 166,954,460 | 162,915,000 | 162,915,000 | 169,380,000 | 6,465,000 | 175,300,000 |
| Miscellaneous | 217,400 | 190,000 | 190,000 | 180,000 | (10,000) | 180,000 |
| Revenue Subtotal | 169,141,770 | 163,632,000 | 163,632,000 | 171,000,000 | 7,368,000 | 176,720,000 |
| Prior Year Cancellations | 3,295,610 | 0 | 2,218,370 | 0 | 0 | 0 |
| Transfers In | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 3,295,610 | 0 | 2,218,370 | 0 | 0 | 0 |
| Total Revenues/Resources | 172,437,380 | 163,632,000 | 165,850,370 | 171,000,000 | 7,368,000 | 176,720,000 |
| Expenditures/Uses | | | | | | |
| Personnel Services | 33,323,860 | 39,785,560 | 39,530,610 | 41,638,650 | 1,853,090 | 42,693,890 |
| Employee Benefits | 12,117,600 | 16,426,100 | 16,004,100 | 18,122,490 | 1,696,390 | 18,736,130 |
| Non-Personnel | 39,193,850 | 40,641,630 | 41,363,630 | 42,167,230 | 1,525,600 | 40,637,760 |
| Properties | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 40,619,480 | 42,460,370 | 42,460,370 | 47,485,600 | 5,025,230 | 48,610,370 |
| Expenditures Subtotal | 125,254,790 | 139,313,660 | 139,358,710 | 149,413,970 | 10,100,310 | 150,678,150 |
| Transfers Out | 83,816,600 | 15,995,800 | 16,885,800 | 28,232,000 | 12,236,200 | 29,200,000 |
| Subtotal | 83,816,600 | 15,995,800 | 16,885,800 | 28,232,000 | 12,236,200 | 29,200,000 |
| Total Expenditures/Uses | 209,071,390 | 155,309,460 | 156,244,510 | 177,645,970 | 22,336,510 | 179,878,150 |
| Net Increase (Decrease) in Fund Balance | (36,634,010) | 8,322,540 | 9,605,860 | (6,645,970) | (14,968,510) | (3,158,150) |
| FY Beginning Balance | 97,495,370 | 42,033,790 | 60,861,360 | 70,467,220 | 28,433,430 | 63,821,250 |
| FY Ending Balance | 60,861,360 | 50,356,330 | 70,467,220 | 63,821,250 | 13,464,920 | 60,663,100 |



Departmental Budgets

This section of the City Manager's Recommended FY 2020-2021 Biennial Operating Budget contains the individual City department budgets.

The **All Funds Operating Budget Summary by Agency** report begins this section. The report presents the City departments' agency budgets and includes a breakdown between the General Fund, Other Funds and All Funds that support the agency budgets. It also includes a Staffing Plan FTE summary by General Fund, Other Funds and All Funds.

Note: This table includes funding from the General Fund and Restricted Funds only. It does not include Internal Service or Consolidated Plan funding. Transfers In and Transfers Out are also not included.

Department Budgets

Each Departmental Budget is separated by a tab. The layout of the Departmental Budget sheets is described below.

Mission Statement

The mission of the department is provided.

Organizational Chart

This chart depicts how the department is organized.

Departmental Budget Summary

This section provides a departmental total Operating Budget table that includes the Approved FY 2018 Budget, the Approved FY 2019 Budget Update, the Recommended FY 2020 Budget, the Recommended FY 2021 Budget the change from the Approved FY 2019 Budget Update to the Recommended FY 2020 Budget, and the Recommended FY 2019 Budget. The expenditure budget is summarized in the following categories:

Personnel Services – includes salary-related expenditures such as regular, sick, vacation, overtime and other pay.

Employee Benefits – includes fringe benefits such as pension contribution and health care, dental and eye insurances.

Non-Personnel (Services, Materials, and Fixed Costs) – includes purchased goods and services such as contractual services, travel, materials and supplies, tools, rent, insurance (i.e. liability, workers compensation), payment to other governmental entities, etc.

Properties – includes furniture, equipment and other assets where individual or collective value do not warrant inclusion in the Capital Budget.

Debt Services – principal, interest and other expenditures related to debt.

An Operating Total is provided for both General Fund and Restricted Funds. It is followed by an "Internal Service Funds" row for operations serving other funds or departments within a government on a cost-reimbursement basis. The table then provides a sum Total for the operating budget.



Department Agencies

Following the Departmental Budget Summary page, a numeric list of one or more agencies included in the respective department's budget is provided.

Agency Summaries: Each of the agency summaries will include the agency name and a description.

Agency Budget Summary: Similar to the Departmental Budget Summary, the Agency Budget Summary includes the Approved FY 2018 Budget, the Approved 2019 Budget Update, the Recommended FY 2020 Budget, the Recommended FY 2021 Budget, and the change from the Approved FY 2019 Budget Update to the Recommended FY 2020 Budget. The expenditures are summarized by the major expenditures described previously. In addition, the Operating Total, Internal Service Funds, Consolidated Plan Projects, Agency Revenue, and Total Full-time Equivalent Positions related to the agency are included.

Adjustments to Costs to Maintain Current Budget: This section reflects any changes that have been made that are required to maintain current services, such as inflation, wage increases, and benefits increases. Each change to the budget, whether an increase (positive number) or a decrease (negative number), is reflected along with the FTE related to the change, and a brief description of the change. The change to the budget does not include changes to Internal Service Funds within that agency. Additionally, the change to the budget is net of any On-Going or One-Time Significant Agency Changes.

On-Going or One-Time Significant Agency Changes: This section reflects any changes above or below the budget. Changes may either be an increase or a decrease to the prior-year's budget. This section includes the amount of the budget change, any FTE-related change, the fund name(s) impacted by the change, as well as a brief description of the change.

FY 2020 Department Strategic Priorities: This section summarizes the strategic priorities for each department, highlighting both the milestones for success for each priority as well as data driven performance indicators that will inform the assessment process. Please note that strategic priorities for the Stormwater Management Utility are contained in the section devoted to Water Works.



All Funds Operating Budget Summary by Agency

All Funds Operating Budget Summary

| Department | Agency | Operating Budget Summary | | | Staffing Plan | | |
|----------------------------------|---|--------------------------|-------------------|-------------------|---------------|--------------|---------------|
| | | General Fund | Other Funds | All Funds | General Fund | Other Funds | All Funds |
| City Council | Councilmember G. Landsman | 122,200 | 0 | 122,200 | 0.00 | 0.00 | 0.00 |
| | Councilmember P.G. Sittenfeld | 122,200 | 0 | 122,200 | 0.00 | 0.00 | 0.00 |
| | Councilmember T. Dennard | 122,200 | 0 | 122,200 | 0.00 | 0.00 | 0.00 |
| | Councilmember D. Mann | 122,200 | 0 | 122,200 | 0.00 | 0.00 | 0.00 |
| | Councilmember C. Seelbach | 122,200 | 0 | 122,200 | 0.00 | 0.00 | 0.00 |
| | Councilmember W. Young | 122,200 | 0 | 122,200 | 0.00 | 0.00 | 0.00 |
| | Councilmember A. Murray | 122,200 | 0 | 122,200 | 0.00 | 0.00 | 0.00 |
| | City Councilmembers | 1,036,570 | 0 | 1,036,570 | 27.00 | 0.00 | 27.00 |
| | Councilmember C. Smitherman | 122,200 | 0 | 122,200 | 0.00 | 0.00 | 0.00 |
| | Councilmember J. Pastor | 122,200 | 0 | 122,200 | 0.00 | 0.00 | 0.00 |
| Total | | 2,136,370 | 0 | 2,136,370 | 27.00 | 0.00 | 27.00 |
| Office of the Mayor | Office Of The Mayor | 883,370 | 0 | 883,370 | 10.00 | 0.00 | 10.00 |
| Clerk of Council | Office Of The Clerk Of Council | 628,430 | 0 | 628,430 | 6.60 | 0.00 | 6.60 |
| City Manager | City Manager's Office | 2,989,600 | 100,000 | 3,089,600 | 15.00 | 0.00 | 15.00 |
| | Office Of Budget & Evaluation | 929,510 | 195,640 | 1,125,150 | 10.00 | 0.00 | 10.00 |
| | Emergency Communications Center | 12,533,190 | 958,860 | 13,492,050 | 155.00 | 0.00 | 155.00 |
| | Office Of Environment and Sustainability | 2,225,610 | 1,079,120 | 3,304,730 | 4.00 | 2.00 | 6.00 |
| | Retirement Division | 0 | 0 | 0 | 0.00 | 12.00 | 12.00 |
| Total | | 19,830,400 | 2,333,620 | 22,164,020 | 194.00 | 14.00 | 208.00 |
| Buildings & Inspections | Buildings & Inspections, Licenses & Permits | 7,301,800 | 69,460 | 7,371,260 | 76.00 | 0.00 | 76.00 |
| | Property Maintenance Code Enforcement | 2,271,550 | 1,033,610 | 3,305,160 | 34.50 | 0.00 | 34.50 |
| | Total | 9,573,350 | 1,103,070 | 10,676,420 | 110.50 | 0.00 | 110.50 |
| Citizen Complaint Authority | Citizen Complaint Authority | 691,630 | 0 | 691,630 | 6.00 | 0.00 | 6.00 |
| City Planning | City Planning | 521,680 | 0 | 521,680 | 10.00 | 0.00 | 10.00 |
| Community & Economic Development | Director's Office and Administration | 5,629,330 | 0 | 5,629,330 | 8.00 | 7.00 | 15.00 |
| | Housing Division | 655,490 | 60,850 | 716,340 | 2.00 | 7.00 | 9.00 |
| | Economic Development and Major/ Special Projects Division | 896,630 | 491,790 | 1,388,420 | 13.00 | 0.00 | 13.00 |
| | Total | 7,181,450 | 552,640 | 7,734,090 | 23.00 | 14.00 | 37.00 |
| Enterprise Services | Duke Energy Center | 0 | 9,337,150 | 9,337,150 | 0.00 | 0.00 | 0.00 |
| | Parking Facilities | 0 | 11,444,130 | 11,444,130 | 0.00 | 39.38 | 39.38 |
| | Total | 0 | 20,781,280 | 20,781,280 | 0.00 | 39.38 | 39.38 |
| Economic Inclusion | Economic Inclusion | 826,330 | 345,240 | 1,171,570 | 8.00 | 3.00 | 11.00 |
| Enterprise Technology Solutions | Enterprise Technology Solutions | 6,284,250 | 5,127,830 | 11,412,080 | 59.00 | 5.80 | 64.80 |
| | CAGIS | 0 | 5,371,540 | 5,371,540 | 0.00 | 18.00 | 18.00 |
| | CLEAR | 0 | 5,187,050 | 5,187,050 | 0.00 | 14.00 | 14.00 |
| Total | | 6,284,250 | 15,686,420 | 21,970,670 | 59.00 | 37.80 | 96.80 |
| Finance | Office of The Director | 405,190 | 134,800 | 539,990 | 3.00 | 0.00 | 3.00 |



All Funds Operating Budget Summary by Agency

All Funds Operating Budget Summary

| Department | Agency | Operating Budget Summary | | | Staffing Plan | | |
|-----------------|---|--------------------------|--------------------|--------------------|-----------------|---------------|-----------------|
| | | General Fund | Other Funds | All Funds | General Fund | Other Funds | All Funds |
| | Accounts and Audits | 1,497,440 | 828,720 | 2,326,160 | 15.00 | 4.00 | 19.00 |
| | Treasury | 939,260 | 129,278,940 | 130,218,200 | 9.00 | 3.00 | 12.00 |
| | Risk Management | 153,670 | 2,308,700 | 2,462,370 | 0.00 | 16.00 | 16.00 |
| | Income Tax | 3,299,640 | 0 | 3,299,640 | 30.80 | 0.00 | 30.80 |
| | Purchasing | 1,023,470 | 1,375,880 | 2,399,350 | 18.00 | 5.00 | 23.00 |
| | Total | 7,318,670 | 133,927,040 | 141,245,710 | 75.80 | 28.00 | 103.80 |
| Fire | Fire - Response | 109,673,170 | 0 | 109,673,170 | 828.00 | 0.00 | 828.00 |
| | Fire - Support Services | 9,881,420 | 0 | 9,881,420 | 59.00 | 0.00 | 59.00 |
| | Total | 119,554,590 | 0 | 119,554,590 | 887.00 | 0.00 | 887.00 |
| Health | Office Of The Commissioner | 0 | 2,355,620 | 2,355,620 | 0.00 | 19.80 | 19.80 |
| | Technical Resources | 0 | 2,374,920 | 2,374,920 | 0.00 | 22.00 | 22.00 |
| | Community Health Services | 0 | 5,901,980 | 5,901,980 | 0.00 | 68.00 | 68.00 |
| | Primary Health Care - Programs | 0 | 9,120,790 | 9,120,790 | 0.00 | 90.80 | 90.80 |
| | Primary Health Care - Centers | 0 | 24,595,610 | 24,595,610 | 0.00 | 189.98 | 189.98 |
| | School & Adolescent Health | 0 | 10,791,320 | 10,791,320 | 0.00 | 123.75 | 123.75 |
| | Total | 0 | 55,140,240 | 55,140,240 | 0.00 | 514.33 | 514.33 |
| Human Resources | Human Resources | 2,096,720 | 452,900 | 2,549,620 | 20.10 | 4.00 | 24.10 |
| Law | Law - Civil | 4,391,120 | 302,480 | 4,693,600 | 40.20 | 3.00 | 43.20 |
| | Law - Administrative Hearings & Prosecution | 2,978,540 | 0 | 2,978,540 | 31.00 | 0.00 | 31.00 |
| | Law - Real Estate | 0 | 1,074,920 | 1,074,920 | 0.00 | 8.00 | 8.00 |
| | Total | 7,369,660 | 1,377,400 | 8,747,060 | 71.20 | 11.00 | 82.20 |
| Parks | Office of The Director | 296,070 | 0 | 296,070 | 2.00 | 0.00 | 2.00 |
| | Operations and Facility Management | 5,884,200 | 10,683,250 | 16,567,450 | 107.00 | 78.40 | 185.40 |
| | Administration and Program Services | 3,032,980 | 623,850 | 3,656,830 | 38.40 | 6.40 | 44.80 |
| | Total | 9,213,250 | 11,307,100 | 20,520,350 | 147.40 | 84.80 | 232.20 |
| Police | Patrol Bureau | 101,385,200 | 990,800 | 102,376,000 | 871.00 | 0.00 | 871.00 |
| | Police Emergency Communications | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 |
| | Investigations Bureau | 20,433,540 | 508,200 | 20,941,740 | 156.00 | 0.00 | 156.00 |
| | Support Bureau | 14,601,000 | 424,000 | 15,025,000 | 112.00 | 0.00 | 112.00 |
| | Administration Bureau | 15,463,250 | 475,000 | 15,938,250 | 103.00 | 0.00 | 103.00 |
| | Total | 151,882,990 | 2,398,000 | 154,280,990 | 1,242.00 | 0.00 | 1,242.00 |
| Public Services | Office of The Director | 1,237,220 | 184,310 | 1,421,530 | 10.00 | 1.00 | 11.00 |
| | Traffic And Road Operations | 0 | 18,181,190 | 18,181,190 | 0.00 | 166.00 | 166.00 |
| | Neighborhood Operations | 10,085,270 | 12,391,070 | 22,476,340 | 100.00 | 106.00 | 206.00 |
| | City Facility Management | 2,878,040 | 3,456,200 | 6,334,240 | 1.00 | 27.00 | 28.00 |
| | Fleet Services | 167,900 | 17,818,280 | 17,986,180 | 2.00 | 70.00 | 72.00 |
| | Total | 14,368,430 | 52,031,050 | 66,399,480 | 113.00 | 370.00 | 483.00 |
| Recreation | West Region | 3,105,060 | 1,113,780 | 4,218,840 | 40.61 | 31.86 | 72.47 |
| | East Region | 2,174,710 | 1,644,900 | 3,819,610 | 33.26 | 37.59 | 70.85 |
| | Central Region | 2,189,880 | 1,993,510 | 4,183,390 | 42.03 | 34.74 | 76.77 |
| | Maintenance | 3,042,930 | 2,028,360 | 5,071,290 | 57.84 | 4.00 | 61.84 |
| | Golf | 0 | 5,456,390 | 5,456,390 | 0.00 | 2.00 | 2.00 |
| | Athletics | 3,024,240 | 1,546,970 | 4,571,210 | 77.58 | 13.16 | 90.74 |
| | Support Services | 2,268,460 | 429,740 | 2,698,200 | 36.12 | 1.00 | 37.12 |
| | Total | 15,805,280 | 14,213,650 | 30,018,930 | 287.44 | 124.35 | 411.79 |



All Funds Operating Budget Summary by Agency

All Funds Operating Budget Summary

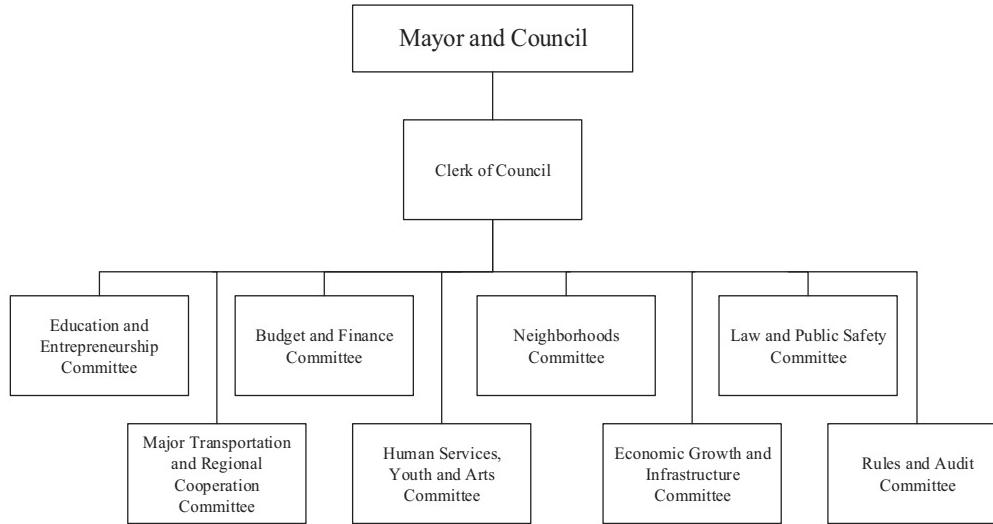
| Department | Agency | Operating Budget Summary | | | Staffing Plan | | |
|-------------------------------|--------------------------------------|--------------------------|--------------------|--------------------|---------------|---------------|---------------|
| | | General Fund | Other Funds | All Funds | General Fund | Other Funds | All Funds |
| Sewers | Office Of the Director | 0 | 3,810,550 | 3,810,550 | 0.00 | 27.00 | 27.00 |
| | Wastewater Engineering | 0 | 8,974,940 | 8,974,940 | 0.00 | 127.00 | 127.00 |
| | Project Delivery | 0 | 43,080 | 43,080 | 0.00 | 0.00 | 0.00 |
| | Wastewater Administration | 0 | 12,948,560 | 12,948,560 | 0.00 | 57.00 | 57.00 |
| | Information Technology | 0 | 6,478,710 | 6,478,710 | 0.00 | 28.00 | 28.00 |
| | Wastewater Treatment | 0 | 2,396,530 | 2,396,530 | 0.00 | 23.00 | 23.00 |
| | MSD Millcreek Section | 0 | 21,070,700 | 21,070,700 | 0.00 | 70.00 | 70.00 |
| | MSD Little Miami Section | 0 | 7,084,400 | 7,084,400 | 0.00 | 27.00 | 27.00 |
| | MSD Muddy Creek | 0 | 3,445,150 | 3,445,150 | 0.00 | 18.00 | 18.00 |
| | MSD Sycamore Section | 0 | 2,527,090 | 2,527,090 | 0.00 | 15.00 | 15.00 |
| | MSD Taylor Creek Section | 0 | 1,901,680 | 1,901,680 | 0.00 | 11.00 | 11.00 |
| | MSD Polk Run Section | 0 | 1,579,900 | 1,579,900 | 0.00 | 9.00 | 9.00 |
| | MSD Pump Stations | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 |
| | MSD Maintenance Section | 0 | 8,248,420 | 8,248,420 | 0.00 | 69.00 | 69.00 |
| | Wastewater Collection | 0 | 22,634,070 | 22,634,070 | 0.00 | 161.00 | 161.00 |
| | Regulatory Compliance & Safety (RCS) | 0 | 7,462,020 | 7,462,020 | 0.00 | 59.00 | 59.00 |
| | Watershed Operations (WO) | 0 | 2,218,720 | 2,218,720 | 0.00 | 30.00 | 30.00 |
| | Sewer Backups (SBU) | 0 | 109,681,680 | 109,681,680 | 0.00 | 9.00 | 9.00 |
| | Total | 0 | 222,506,200 | 222,506,200 | 0.00 | 740.00 | 740.00 |
| Stormwater Management Utility | Stormwater Management Utility | 0 | 10,863,730 | 10,863,730 | 0.00 | 32.00 | 32.00 |
| Transportation & Engineering | Office of The Director | 279,910 | 1,496,570 | 1,776,480 | 9.00 | 10.00 | 19.00 |
| | Transportation Planning | 76,240 | 678,610 | 754,850 | 1.00 | 12.80 | 13.80 |
| | Engineering | 49,540 | 3,304,040 | 3,353,580 | 3.00 | 81.50 | 84.50 |
| | Aviation | 0 | 2,083,250 | 2,083,250 | 0.00 | 13.00 | 13.00 |
| | Traffic Engineering | 1,996,130 | 2,739,650 | 4,735,780 | 1.00 | 27.00 | 28.00 |
| | Total | 2,401,820 | 10,302,120 | 12,703,940 | 14.00 | 144.30 | 158.30 |
| Water Works | Business Services | 0 | 11,693,340 | 11,693,340 | 0.00 | 84.00 | 84.00 |
| | Commercial Services | 0 | 15,878,200 | 15,878,200 | 0.00 | 124.94 | 124.94 |
| | Water Supply | 0 | 25,716,800 | 25,716,800 | 0.00 | 139.46 | 139.46 |
| | Water Distribution | 0 | 18,228,270 | 18,228,270 | 0.00 | 142.00 | 142.00 |
| | Water Quality and Treatment | 0 | 10,061,190 | 10,061,190 | 0.00 | 43.92 | 43.92 |
| | Engineering | 0 | 7,814,070 | 7,814,070 | 0.00 | 90.46 | 90.46 |
| | Information Technology | 0 | 8,146,630 | 8,146,630 | 0.00 | 34.00 | 34.00 |
| | Water Works Debt Service | 0 | 47,143,000 | 47,143,000 | 0.00 | 0.00 | 0.00 |
| | Total | 0 | 144,681,500 | 144,681,500 | 0.00 | 658.78 | 658.78 |





City Council

The mission of the City Council is to effectively conduct all legislative functions of the City of Cincinnati. All legislative powers of the City are vested in the City Council subject to terms of the City Charter and terms of the Constitution of the State of Ohio.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,580,000 | 1,590,350 | 1,600,790 | 10,440 | 1,584,490 |
| Employee Benefits | 469,090 | 486,700 | 491,570 | 4,870 | 488,190 |
| Non-Personnel | 45,050 | 44,280 | 44,010 | (270) | 44,460 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,094,140 | 2,121,330 | 2,136,370 | 15,040 | 2,117,140 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 2,094,140 | 2,121,330 | 2,136,370 | 15,040 | 2,117,140 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 27.00 | 27.00 | 27.00 | 0.00 | 27.00 |

Departmental Budgets

City Council



Department Agencies

1. Councilmember G. Landsman
2. Councilmember P.G. Sittenfeld
3. Councilmember T. Dennard
4. Councilmember D. Mann
5. Councilmember C. Seelbach
6. Councilmember W. Young
7. Councilmember A. Murray
8. City Councilmembers
9. Councilmember C. Smitherman
10. Councilmember J. Pastor

Agency Summaries

Agency 1: Councilmember G. Landsman

Description: City Council's committees enable citizens to be heard on matters of particular interest to them at scheduled meetings and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 116,150 | 117,310 | 1,160 | 116,510 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 4,920 | 4,890 | (30) | 4,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 121,070 | 122,200 | 1,130 | 121,450 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 121,070 | 122,200 | 1,130 | 121,450 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|---|
| 1,130 | 0.00 All Funds | This agency reflects a General Fund increase due to wage increases. There is no change in FTE |



Agency 2: Councilmember P.G. Sittenfeld

Description: City Council's committees enable citizens to be heard on matters of particular interest to them at scheduled meetings and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 115,000 | 116,150 | 117,310 | 1,160 | 116,510 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 5,010 | 4,920 | 4,890 | (30) | 4,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 120,010 | 121,070 | 122,200 | 1,130 | 121,450 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | | | | | |
| Total | 120,010 | 121,070 | 122,200 | 1,130 | 121,450 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|---|
| 1,130 | 0.00 | All Funds | This agency reflects a General Fund increase due to wage increases. There is no change in FTE |

Departmental Budgets

City Council



Agency 3: Councilmember T. Dennard

Description: City Council's committees enable citizens to be heard on matters of particular interest to them at scheduled meetings and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 116,150 | 117,310 | 1,160 | 116,510 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 4,920 | 4,890 | (30) | 4,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 121,070 | 122,200 | 1,130 | 121,450 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 121,070 | 122,200 | 1,130 | 121,450 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|---|
| 1,130 | 0.00 | All Funds | This agency reflects a General Fund increase due to wage increases. There is no change in FTE |



Agency 4: Councilmember D. Mann

Description: City Council's committees enable citizens to be heard on matters of particular interest to them at scheduled meetings and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 115,000 | 116,150 | 117,310 | 1,160 | 116,510 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 5,010 | 4,920 | 4,890 | (30) | 4,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 120,010 | 121,070 | 122,200 | 1,130 | 121,450 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | | | | | |
| Total | 120,010 | 121,070 | 122,200 | 1,130 | 121,450 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|---|
| 1,130 | 0.00 | All Funds | This agency reflects a General Fund increase due to wage increases. There is no change in FTE |

Departmental Budgets

City Council



Agency 5: Councilmember C. Seelbach

Description: City Council's committees enable citizens to be heard on matters of particular interest to them at scheduled meetings and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 115,000 | 116,150 | 117,310 | 1,160 | 116,510 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 5,010 | 4,920 | 4,890 | (30) | 4,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 120,010 | 121,070 | 122,200 | 1,130 | 121,450 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 120,010 | 121,070 | 122,200 | 1,130 |
| | | | | | 121,450 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|---|
| 1,130 | 0.00 All Funds | This agency reflects a General Fund increase due to wage increases. There is no change in FTE |



Agency 6: Councilmember W. Young

Description: City Council's committees enable citizens to be heard on matters of particular interest to them at scheduled meetings and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 115,000 | 116,150 | 117,310 | 1,160 | 116,510 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 5,010 | 4,920 | 4,890 | (30) | 4,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 120,010 | 121,070 | 122,200 | 1,130 | 121,450 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | | | | | |
| Total | 120,010 | 121,070 | 122,200 | 1,130 | 121,450 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|---|
| 1,130 | 0.00 | All Funds | This agency reflects a General Fund increase due to wage increases. There is no change in FTE |

Departmental Budgets

City Council



Agency 7: Councilmember A. Murray

Description: City Council's committees enable citizens to be heard on matters of particular interest to them at scheduled meetings and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 115,000 | 116,150 | 117,310 | 1,160 | 116,510 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 5,010 | 4,920 | 4,890 | (30) | 4,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 120,010 | 121,070 | 122,200 | 1,130 | 121,450 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 120,010 | 121,070 | 122,200 | 1,130 |
| | | | | | 121,450 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|---|
| 1,130 | 0.00 All Funds | This agency reflects a General Fund increase due to wage increases. There is no change in FTE |



Agency 8: City Councilmembers

Description: City Council's committees enable citizens to be heard on matters of particular interest to them at scheduled meetings and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 545,000 | 545,000 | 545,000 | 0 | 535,900 |
| Employee Benefits | 469,090 | 486,700 | 491,570 | 4,870 | 488,190 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,014,090 | 1,031,700 | 1,036,570 | 4,870 | 1,024,090 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | | | | | |
| Total | 1,014,090 | 1,031,700 | 1,036,570 | 4,870 | 1,024,090 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 27.00 | 27.00 | 27.00 | 0.00 | 27.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|--|
| 4,870 | 0.00 | All Funds | This agency reflects a General Fund increase due to employee benefits increases. There is no change in FTE |

Departmental Budgets

City Council



Agency 9: Councilmember C. Smitherman

Description: City Council's committees enable citizens to be heard on matters of particular interest to them at scheduled meetings and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 115,000 | 116,150 | 117,310 | 1,160 | 116,510 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 5,010 | 4,920 | 4,890 | (30) | 4,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 120,010 | 121,070 | 122,200 | 1,130 | 121,450 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 120,010 | 121,070 | 122,200 | 1,130 |
| | | | | | 121,450 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|---|
| 1,130 | 0.00 All Funds | This agency reflects a General Fund increase due to wage increases. There is no change in FTE |



Agency 10: Councilmember J. Pastor

Description: City Council's committees enable citizens to be heard on matters of particular interest to them at scheduled meetings and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 116,150 | 117,310 | 1,160 | 116,510 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 4,920 | 4,890 | (30) | 4,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 121,070 | 122,200 | 1,130 | 121,450 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | | | | | |
| | Total | 0 | 121,070 | 122,200 | 1,130 |
| | | | | | 121,450 |
| Consolidated Plan Projects (CDBG) | | | | | |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|---|
| 1,130 | 0.00 | All Funds | This agency reflects a General Fund increase due to wage increases. There is no change in FTE |

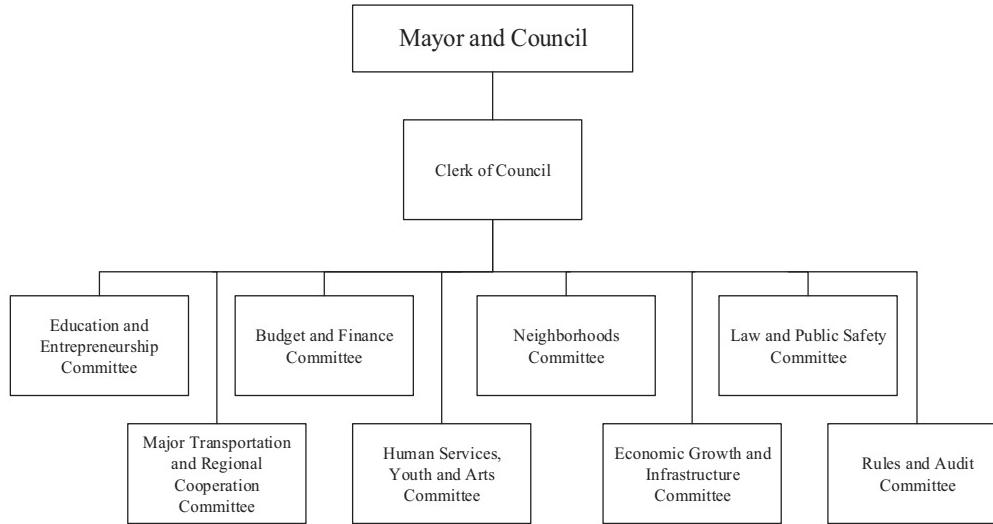


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Office of the Mayor

The mission of the Mayor's Office is to serve the citizens of Cincinnati by providing the highest quality constituency service and by proposing and implementing programs that improve the quality of life for people and neighborhoods.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 569,990 | 626,470 | 652,180 | 25,710 | 646,630 |
| Employee Benefits | 143,150 | 195,610 | 214,940 | 19,330 | 217,040 |
| Non-Personnel | 12,380 | 16,340 | 16,250 | (90) | 16,390 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 725,520 | 838,420 | 883,370 | 44,950 | 880,060 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 725,520 | 838,420 | 883,370 | 44,950 | 880,060 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 9.00 | 10.00 | 10.00 | 0.00 | 10.00 |

**Department Agencies**

1. Office Of The Mayor

Agency Summaries**Agency 1: Office Of The Mayor**

Description: The Mayor presides at the City Council meetings and is responsible for conducting the business of the City Council in an orderly and efficient manner. The Mayor appoints the Vice-Mayor and Council Committee Chairs.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 569,990 | 626,470 | 652,180 | 25,710 | 646,630 |
| Employee Benefits | 143,150 | 195,610 | 214,940 | 19,330 | 217,040 |
| Non-Personnel | 12,380 | 16,340 | 16,250 | (90) | 16,390 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 725,520 | 838,420 | 883,370 | 44,950 | 880,060 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 725,520 | 838,420 | 883,370 | 44,950 | 880,060 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 9.00 | 10.00 | 10.00 | 0.00 | 10.00 |

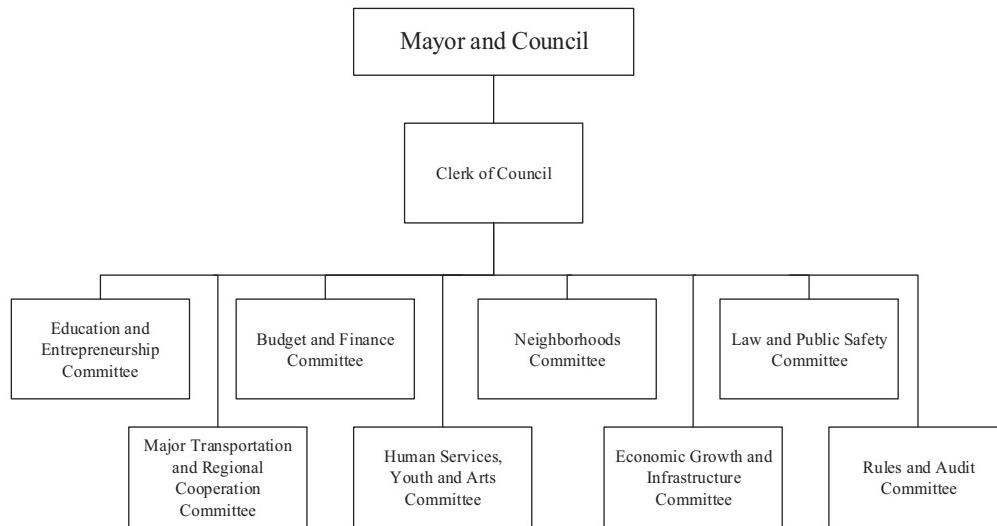
Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|--|
| 44,950 | 0.00 | All Funds | This agency reflects a General Fund increase due to wage increases and employee benefits increases. There is no change in FTE. |



Clerk of Council

The mission of the Clerk of Council is effective custodianship and safeguarding of all official records and documents of the City Council.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 377,020 | 382,360 | 366,950 | (15,410) | 355,410 |
| Employee Benefits | 126,270 | 135,890 | 137,280 | 1,390 | 133,830 |
| Non-Personnel | 181,720 | 143,520 | 124,200 | (19,320) | 125,480 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 685,010 | 661,770 | 628,430 | (33,340) | 614,720 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | | | | | |
| Total | 685,010 | 661,770 | 628,430 | (33,340) | 614,720 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 0 | 0 | 1,000 | 1,000 | 1,000 |
| Total Full-time Equivalent Positions | 5.84 | 5.84 | 6.60 | 0.76 | 5.60 |

Departmental Budgets

Clerk of Council



Department Agencies

1. Office Of The Clerk Of Council

Agency Summaries

Agency 1: Office Of The Clerk Of Council

Description: The Clerk of Council prepares the agenda for each committee and the calendar for the weekly session of City Council. The weekly City Bulletin is the official publication of the City containing ordinances, resolutions, motions, and various legal notices.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 377,020 | 382,360 | 366,950 | (15,410) | 355,410 |
| Employee Benefits | 126,270 | 135,890 | 137,280 | 1,390 | 133,830 |
| Non-Personnel | 181,720 | 143,520 | 124,200 | (19,320) | 125,480 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 685,010 | 661,770 | 628,430 | (33,340) | 614,720 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 685,010 | 661,770 | 628,430 | (33,340) | 614,720 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 1,000 | 1,000 | 1,000 |
| Total Full-time Equivalent Positions | 5.84 | 5.84 | 6.60 | 0.76 | 5.60 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|----------|------|-----------|--|
| (14,540) | 0.76 | All Funds | This agency reflects a General Fund decrease due to reductions in personnel expenditures. The FTE increase is related to a temporary double-fill of a position pending a retirement. |

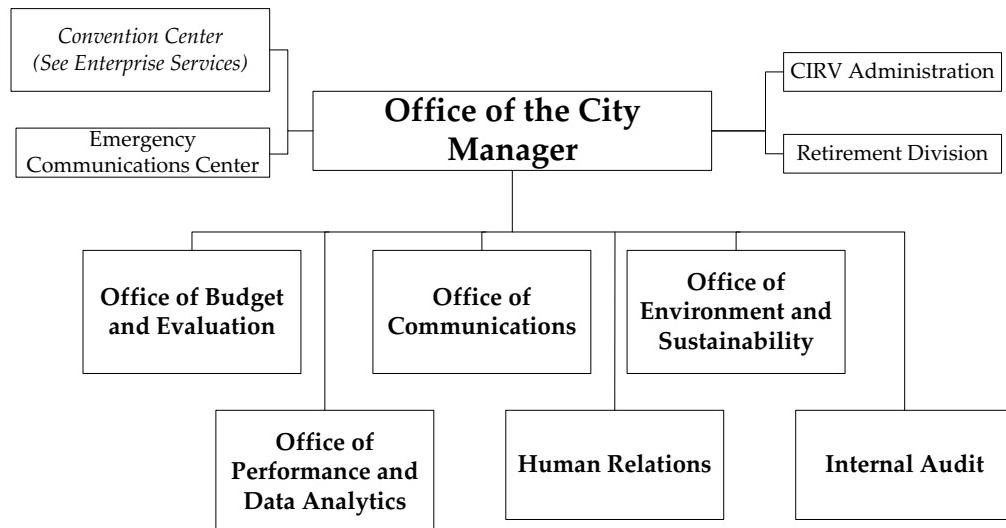
One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (18,800) | 0.00 | (18,800) | 0.00 | General Fund | This reflects a reduction to the department's budget. This will result in various reductions to the department's non-personnel budget. |



City Manager

The mission of the City Manager's Office is to provide and maintain essential City services through the efficient and effective management and operation of the City.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 3,706,780 | 11,408,810 | 11,946,190 | 537,380 | 12,121,540 |
| Employee Benefits | 1,084,010 | 4,434,590 | 4,927,690 | 493,100 | 5,024,810 |
| Non-Personnel | 4,706,540 | 3,548,130 | 2,956,520 | (591,610) | 3,077,570 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 9,497,330 | 19,391,530 | 19,830,400 | 438,870 | 20,223,920 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 105,660 | 1,204,480 | 860,670 | (343,810) | 860,670 |
| Employee Benefits | 43,180 | 48,880 | 48,880 | 0 | 48,880 |
| Non-Personnel | 22,570 | 1,174,360 | 1,188,100 | 13,740 | 1,098,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 171,410 | 2,427,720 | 2,097,650 | (330,070) | 2,008,490 |
| Internal Service Funds | 212,510 | 229,200 | 235,970 | 6,770 | 241,510 |
| Total | 9,881,250 | 22,048,450 | 22,164,020 | 115,570 | 22,473,920 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 3,930,000 | 5,459,000 | 5,364,000 | (95,000) | 5,364,000 |
| Total Full-time Equivalent Positions | 61.70 | 208.00 | 208.00 | 0.00 | 208.00 |

Departmental Budgets

City Manager



Department Agencies

1. City Manager's Office
2. Office Of Budget & Evaluation
3. Emergency Communications Center
4. Office Of Environment and Sustainability
5. Retirement Division
6. Performance and Data Analytics
7. Internal Audit

Agency Summaries

Agency 1: City Manager's Office



Description: This program provides top-level management of City operations; strategic communication via outlets like the news, internet, and Citicable; oversight of the Cincinnati Initiative to Reduce Violence (CIRV) program; and support for marginalized individuals.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,812,590 | 1,788,840 | 1,619,500 | (169,340) | 1,643,620 |
| Employee Benefits | 513,840 | 531,030 | 501,640 | (29,390) | 509,710 |
| Non-Personnel | 1,809,200 | 1,329,750 | 868,460 | (461,290) | 972,140 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 4,135,630 | 3,649,620 | 2,989,600 | (660,020) | 3,125,470 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 100,000 | 100,000 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 100,000 | 100,000 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 4,135,630 | 3,749,620 | 3,089,600 | (660,020) | 3,125,470 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 2,800,000 | 2,800,000 | 2,800,000 | 0 | 2,800,000 |
| Total Full-time Equivalent Positions | 21.00 | 21.00 | 15.00 | (6.00) | 15.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|---|
| 54,560 | 2.00 All Funds | This agency reflects a General Fund increase due to wage increases and employee benefits increases that are partially offset by leveraged support reductions. The increase in FTE is due to the addition of an Assistant City Manager and a Division Manager. |



On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (348,750) | (4.00) | (362,420) | (4.00) | General Fund | This reflects a reduction to the department's budget. This reduction eliminates four filled positions: an Administrative Technician, an Assistant to the City Manager, a Clerk Typist 2, and a Division Manager. |
| (37,500) | 0.00 | (37,500) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduces leveraged support for Invest in Neighborhoods. |
| (276,330) | (4.00) | (282,790) | (4.00) | General Fund | This reflects a reduction to the department's budget. This reduction will eliminate four vacant positions (an Administrative Specialist, an Administrative Technician, an Assistant to the City Manager, and a Senior Administrative Specialist) and reduce position vacancy savings. |
| (52,000) | 0.00 | (2,000) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction will eliminate Engage Cincy Challenge Grants in FY 2020 and reduce postage costs. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|---------|------|-------------------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (100,000) | 0.00 | 0 | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction will shift resources available for the provision of community media to the Cable Access Management Fund. |
| 100,000 | 0.00 | 0 | 0.00 | Cable Access Management | |

Departmental Budgets

City Manager



Agency 2: Office Of Budget & Evaluation

Description: The Office of Budget and Evaluation is responsible for budget development, budget monitoring, policy research, assisting in performance management, and the general administration of the U.S. Department of Housing and Urban Development funded programs.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 719,790 | 714,030 | 660,370 | (53,660) | 685,450 |
| Employee Benefits | 205,750 | 236,010 | 200,930 | (35,080) | 213,750 |
| Non-Personnel | 107,650 | 68,110 | 68,210 | 100 | 67,850 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,033,190 | 1,018,150 | 929,510 | (88,640) | 967,050 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 105,660 | 160,670 | 140,670 | (20,000) | 140,670 |
| Employee Benefits | 43,180 | 48,880 | 48,880 | 0 | 48,880 |
| Non-Personnel | 22,570 | 22,870 | 6,090 | (16,780) | 6,320 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 171,410 | 232,420 | 195,640 | (36,780) | 195,870 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 1,204,600 | 1,250,570 | 1,125,150 | (125,420) |
| | | | | | 1,162,920 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 11.00 | 11.00 | 10.00 | (1.00) | 10.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|---|
| 61,770 | 0.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases and the restoration of one-time budget reductions taken in FY 2019. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | | FY 2021 | | | Description |
|-----------|--------|----------|---------|--------------|--|--|
| Budget | FTE | Budget | FTE | Fund | | |
| (110,180) | (1.00) | (92,220) | (1.00) | General Fund | | This reflects a reduction to the department's budget. This reduction will eliminate a vacant Senior Management Analyst position and hold another position vacant for a portion of FY 2020. |

One-Time Significant Agency Changes

| FY 2020 | | | FY 2021 | | | Description |
|----------|------|----------|---------|---------------------------|--|---|
| Budget | FTE | Budget | FTE | Fund | | |
| (60,000) | 0.00 | (60,000) | 0.00 | General Fund | | This reflects a reduction to the department's budget. This reduction will decrease the amount of resources available for contractual services related to the enterprise-wide budget system. |
| (17,010) | 0.00 | (17,010) | 0.00 | Income Tax-Infrastructure | | |



Agency 3: Emergency Communications Center

Description: The Emergency Communications Center's responsibilities focus on public safety by directly supporting the mission of emergency responders, including law enforcement, fire, and emergency medical services.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 7,652,640 | 8,578,350 | 925,710 | 8,661,930 |
| Employee Benefits | 0 | 3,228,910 | 3,809,690 | 580,780 | 3,865,090 |
| Non-Personnel | 0 | 174,650 | 145,150 | (29,500) | 146,190 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 11,056,200 | 12,533,190 | 1,476,990 | 12,673,210 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 1,043,810 | 720,000 | (323,810) | 720,000 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 236,490 | 238,860 | 2,370 | 241,240 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 1,280,300 | 958,860 | (321,440) | 961,240 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 0 | 12,336,500 | 13,492,050 | 1,155,550 |
| | | | | | 13,634,450 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 1,340,000 | 1,300,000 | (40,000) | 1,300,000 |
| Total Full-time Equivalent Positions | 0.00 | 146.00 | 155.00 | 9.00 | 155.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|---------|-----------|---|
| (616,380) | (13.00) | All Funds | This agency reflects an all funds decrease due to a reduction in staffing that transferred sworn officers back to the Police Department and reduced Clerk Typist positions. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Description | |
|-----------|-------|-----------|-------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| 130,340 | 1.00 | 131,930 | 1.00 | General Fund | This increase will provide resources for a Deputy Director position at the Emergency Communications Center. |
| (254,890) | 0.00 | (265,990) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction increases position vacancy savings for Fire Operator and Dispatcher positions. |
| (10,120) | 0.00 | (10,120) | 0.00 | General Fund | This reflects a reduction to the department's budget. This represents the elimination of lump sum payments that are no longer necessary in this agency. |
| 1,906,600 | 21.00 | 1,953,770 | 21.00 | General Fund | This represents the transfer of civilian Fire Dispatch positions to the Emergency Communications Center. |

Departmental Budgets

City Manager



Agency 4: Office Of Environment and Sustainability

Description: OES is responsible for programs that reduce the carbon footprint of City government and the community, assess and remediate contaminated property, advise City Departments on their environmental obligations, and manage the City's energy usage.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 434,060 | 426,810 | 311,170 | (115,640) | 311,250 |
| Employee Benefits | 139,620 | 143,570 | 111,200 | (32,370) | 112,830 |
| Non-Personnel | 2,682,390 | 1,870,770 | 1,803,240 | (67,530) | 1,818,970 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 3,256,070 | 2,441,150 | 2,225,610 | (215,540) | 2,243,050 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 815,000 | 843,150 | 28,150 | 851,380 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 815,000 | 843,150 | 28,150 | 851,380 |
| Internal Service Funds | 212,510 | 229,200 | 235,970 | 6,770 | 241,510 |
| Total | 3,468,580 | 3,485,350 | 3,304,730 | (180,620) | 3,335,940 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 1,130,000 | 1,319,000 | 1,264,000 | (55,000) | 1,264,000 |
| Total Full-time Equivalent Positions | 7.70 | 7.00 | 6.00 | (1.00) | 6.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|--|
| 26,620 | 0.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases as well as inflationary increases to non-personnel spending. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|-----------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (59,390) | 0.00 | (59,390) | 0.00 | General Fund | This reflects a reduction to the department's budget. This eliminates leveraged support for the Greater Cincinnati Energy Alliance (GCEA) and Community Urban Agriculture. |
| 20,000 | 0.00 | 20,000 | 0.00 | Stormwater Management | This represents an increase in the Rumpke recycling contract for increased personnel costs. |
| (174,620) | (1.00) | (179,500) | (1.00) | General Fund | This represents a reduction to the department's budget. This reduction will eliminate a filled Environmental Programs Manager position. |



Agency 5: Retirement Division

Description: The Cincinnati Retirement Division is governed by a Board of Trustees. The Manager implements policies and manages daily operations. The Cincinnati Retirement System is funded by employee and employer contributions, and investment gains from assets.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 12.00 | 13.00 | 12.00 | (1.00) | 12.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|------------------|--|
| 0 | (1.00) All Funds | The Operating Budget for this program is developed separately and subject to the approval of the Retirement Board. Only the FTE are reflected here. The decrease in FTE is due to the elimination of an Administrative Technician. |

Departmental Budgets

City Manager



Agency 6: Performance and Data Analytics

Description: The Office of Performance and Data Analytics is responsible for the CincyStat program, maintaining performance agreements with City departments, and measuring data on program performance.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 485,000 | 547,440 | 482,370 | (65,070) | 518,370 |
| Employee Benefits | 125,480 | 170,070 | 168,540 | (1,530) | 185,360 |
| Non-Personnel | 100,930 | 98,790 | 57,760 | (41,030) | 58,670 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 711,410 | 816,300 | 708,670 | (107,630) | 762,400 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 711,410 | 816,300 | 708,670 | (107,630) |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 6.00 | 6.00 | 6.00 | 0.00 | 6.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|--|
| 16,830 | 0.00 | All Funds | This agency reflects a General Fund increase due to wage increases and employee benefits increases. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | |
|----------|------|----------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | Description |
| (83,350) | 0.00 | (44,160) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction will keep a Division Manager position vacant for part of FY 2020 and underfill it for the remainder of the fiscal year. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | |
|----------|------|----------|------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | Description |
| (41,110) | 0.00 | (41,110) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction will decrease the number of telephone lines and the contractual services budget used for temporary specialty services. |



Agency 7: Internal Audit

Description: Performs operational and performance audits in order to examine and evaluate the effectiveness and efficiency of management controls in all City departments and independent boards and commissions.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 255,340 | 279,050 | 294,430 | 15,380 | 300,920 |
| Employee Benefits | 99,330 | 125,000 | 135,690 | 10,690 | 138,070 |
| Non-Personnel | 6,360 | 6,060 | 13,700 | 7,640 | 13,750 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 361,030 | 410,110 | 443,820 | 33,710 | 452,740 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | | | | | |
| | Total | 361,030 | 410,110 | 443,820 | 33,710 |
| | | | | | 452,740 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 4.00 | 4.00 | 4.00 | 0.00 | 4.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|--|
| 27,210 | 0.00 | All Funds | This agency reflects a General Fund increase due to wage increases and employee benefits increases. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|---------|------|---------|------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| 6,500 | 0.00 | 6,500 | 0.00 | General Fund | This represents an increase for training needed for auditors to remain in compliance with Generally Accepted Government Auditing Standards (GAGAS). |



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***Office of Communications*****Thriving Neighborhoods****1) Utilize existing communications methods to enhance community engagement efforts.**

Description: Work with the ECAT program to enhance and optimize the City's engagement efforts with all segments of the community through Community Councils.

Key Steps/Progress Milestones:

- Identify ways to track and measure ECAT action items as they are developed.
- Work with ECAT to integrate the Communications portal, currently under development, into the City's web presence and City operations.

Fund(s): N.A**Data Capture:**

- Tracking of ECAT related engagement enhancements.
- Utilize Communications Portal usage metrics, once available.

2) Enhance Citywide Marketing of Initiatives

Description: Utilize existing communications tools (social media planners, #CityCommunicators Outlook Calendar, email distribution lists, etc.) to better coordinate and cross-promote key City initiatives with involved departments.

Key Steps/Progress Milestones:

- Continue onboarding all City departments and City communications leads to the public-facing City calendar and Outlook event calendar. This will help eliminate internal competition for the promotion of City events, enhance citywide awareness, and increase available media resources.
- Provide continuing education opportunity to City staff on use of social media planning and marketing tools.

Fund(s): N/A**Performance Indicator(s):**

- Maintain an active database of all City Communicators that includes what trainings they have received.
- Record Outlook calendar use for 12-month period.



- Use media analysis tools and web analytics to determine if enhanced marketing equates to additional coverage/promotion.

Efficient Service Delivery

1) Continue to grow the City's Web Presence

Description: This focuses on continuing to grow the City's web presence and making it available for all segments of the community. This includes touching various social platforms and enhancing overall accessibility.

Key Steps/Progress Milestones:

- Work with OPDA and ETS to track quantifiable online presence metrics and utilize the data to drive targeted, strategic outreach efforts.
- Use data to track the relationship between discrete online and social media tools to strategically drive efforts.
- Work with ETS and OPDA to enhance customer service tools and web accessibility for residents and anyone wishing to utilize web based tools.
- Collaborate with the Office of Aging and Accessibility on ways to improve accessibility and user experience for those who experience digital media in nontraditional ways.

Fund(s): N.A

Performance Indicator(s):

- Number of social media followers on Twitter, Facebook, Nextdoor, Instagram, Vimeo and LinkedIn
- Number of impressions and retweets/shares for each social media platform

Website views overall as well as with specific engagement focused pages, TBD

2) Promote and Enhance use of City Dashboards and Open Data

Description: The Communications Office will work with ETS and OPDA to promote and enhance the knowledge, accessibility and ability to use the City's CincyInsights dashboards and Open Data datasets. In addition to promoting government accountability and transparency, Open Data and CincyInsights dashboards create efficiencies for personnel Citywide. By automating publication of datasets these initiatives reduce the staff time spent tracking and compiling information in response to record requests as well as the quality and utility of the data.

Creating these tools only represents half of the challenge. Working to raise awareness and provide education about how to best use the tools is what this priority seeks to accomplish.



Key Steps/Progress Milestones:

- The Office of Communications will continue to actively participate with the Engage Cincy Action Team (ECAT) in order to create strategic outreach opportunities and strategies for promoting the use and capabilities of the data tools.
- Identify key datasets and dashboards to publish that are of interest to the public and assist in reducing staff time and improve data quality.
- Continue work with ETS and OPDA to create online mechanisms for distributing and receiving feedback from residents and stakeholders.

Fund(s): N/A

Performance Indicator(s):

- Utilize feedback and analytics to help determine data sets of interest/importance to residents and stakeholders.
- Develop a strategic marketing plan for the promotion of various dashboards and general data initiatives. This will help to ensure maximum exposure to City data and increase overall transparency.

3) Improve CitiCable Offerings in Terms of Quality and Accessibility

Description: Utilize a new CitiCable playback system (TBD), the new Granicus system (TBD) and improved field streaming technology to increase accessibility and quality of CitiCable programming

Key Steps/Progress Milestones:

- Work with Purchasing, ETS and CitiCable to implement new technologies
- Explore existing on-market technologies to determine if there are any cost-effective tools available to enhance offerings (field meetings, direct-to-social broadcasting, improved archiving software, etc.)
- Evaluate options for increasing captioning (open and closed) for all CitiCable video.

Fund(s): TBD

Performance Indicator(s):

- Use existing cable and web analytics to determine if enhancements in technology and offerings lead to better engagement and increased viewership.

***Office of Budget and Evaluation*****Efficient Service Delivery****1) Focus on Performance Management to Improve Service Delivery**

Description: All departments are expected to use data to articulate their operations, measure overall performance, track timeliness and quality of customer service, and use that information to identify areas for continuous improvement. Specific to the Budget Office, work directly with OPDA to incorporate the performance management as part of the overall budget process.

Key Steps/Progress Milestones:

FY19 budget to include OPDA information as agreed upon by Budget and OPDA; support the STAT and iLab programs; utilize Budget Office staff to assist OPDA for reports and as needed for data.

Fund(s): All funds

Data Capture: Number of STAT meetings attended. Number of incorporated performance agreement in FY 2019 budget.

Fiscal Sustainability**1) Structurally balanced budget presented to Mayor and Council by the City Manager**

Description: Develop a structurally balanced budget and develop processes to sustainably ensure sound financial condition in future years. Continue monitoring departments' operating budgets and identify any overages or shortfalls for all funds. Keep City Council members and Mayor informed of current budget issues for fiscal year.

Key Steps/Progress Milestones:

FY19 Budget is to be structurally balanced when presented to the Mayor and City Council; budget monitoring reports submitted to Council monthly from October to February; Final Adjustment Ordinance presented to Council in May to end the year balanced.

Fund(s): All funds

Data Capture: Monthly monitoring reports completed and submitted to council (CFS), FAO submitted by May 1, 2018, budget presented in May as structurally balanced (CBS, CFS, CHRIS).

2) Develop City IT Right -sizing Plan and Implementation Process

Description: The City Manager has directed ETS to develop a collaborative management approach for the City's IT infrastructure. The goal of this effort is to develop a uniform methodology that rationalizes, "right-sizes," and refreshes the City's IT infrastructure. The Department will be expected to participate in this effort and provide information as necessary.

**Key Steps/Progress Milestones:**

- Review ETS Staffing and organizational structure
- Review Enterprise Departments IT Staffing and organizational structures
- Review all IT Budgets & Expenditures ETS / All Departments
- Evaluate IT Governance Process

Fund(s): All Funds**Performance Indicator(s):**

- Q3 2019 Refine deliverables with Administration
- Q4 2019 One on one meetings with all City Departments / Identify Budgets / Staff
- Q1 2020 Identify / Discuss Opportunities
- Q2 2020 Present Findings for FY21 Implementation

3) Develop Transportation and Engineering Staffing Plan for Implementation in the FY 2021 Budget

Description: The Budget Office will work directly with DOTE to review the current FY 2020 staffing plan and recommend changes to the structure. The goal of this effort is to develop a more efficient structure in DOTE. The Department will be expected to participate in this effort and provide information as necessary.

Key Steps/Progress Milestones:

- Review DOTE Staffing and organizational structure
- Review roles by DOTE and Public Services related to right of way maintenance
- Review all IT Budgets & Expenditures ETS / All Departments
- Propose restructuring of staff to create efficiencies and budget savings

Fund(s): Primarily General Fund and Income Tax Infrastructure Fund**Performance Indicator(s):**

- Q3 2019 Refine deliverables with Administration
- Q4 2019 One on one meetings with DOTE and Public Services
- Q1 2020 Identify / Discuss/Recommend FY 2021 Staffing Plan

***Office of Environment and Sustainability*****Growing Economic Opportunities****1) Implement Large-Scale Solar Project**

Description: The Mayor has committed to construction of a 25mW solar project. Such a system would cover more than 100 acres, provide about 20% of city government's energy needs, reduce the City's greenhouse gas emissions, and save money on City utility bills.

Key Steps/Progress Milestones:

- Select Preferred Vendor - 4/19
- Contract for project construction - 7/19
- Complete construction - 7/20

Fund(s) : Vendor will finance the project using a Power Purchase Agreement or similar financial model.

Performance Indicator(s):

- Megawatts of solar panels constructed

Thriving Neighborhoods**1) Enhance Energy Management**

Description: Energy is an essential tool for performing many City functions and may be the second largest expense in the City budget, after personnel costs. The City seeks to reduce costs, ensure reliability and minimize negative environmental and public health impacts through management of the City's energy utilization.

Key Steps/Progress Milestones:

- Implement an Energy Management System that includes: automated receipt of cost and usage data for each City energy account; automated screening of bills for anomalies; automated processing of bills for payment; and an ability to display and manipulate energy usage data to facilitate data driven energy decisions.
- Establish and maintain contracts for purchase of electricity and natural gas for City facilities and aggregation customers on terms that are financially and environmentally advantageous.
- Establish and maintain programs that advance energy efficiency and renewable energy in City buildings and private sector buildings in Cincinnati.

Fund(s): N/A

Performance Indicator(s): Spending on Energy



2) Reduce Annual Energy Consumption

Description: Reduce use of grid energy by 5% per year, starting in FY18. This reduction goal applies to the use of grid electricity, natural gas, and fossil based motor fuels by General Fund Departments. It does not apply to MSD or GCWW because they have their own energy management staff. Energy reduction will be measured on a BTU basis. Achievement of this priority is only possible through upper management support and appropriation of adequate funds.

Key Steps/Progress Milestones:

- Convert all streetlights to LEDs. Conversion of streetlights to LEDs would reduce streetlight energy usage by 50-80%.
- Retrofit City buildings with LED lighting. Conversion from fluorescent lights to LEDs offers substantial savings. Decentralized control of buildings and utility budgets will present a challenge.
- Reduce Gas Streetlights. The City spends more than \$200,000 per year on natural gas for streetlights that provide nearly no useful light. The cost is borne by all residents, even those that don't live in gaslight districts.
- Planned Unit Replacement - R22 Air Conditioners must be phased out, and are typically older inefficient units.

Fund(s): \$500,000 is available in the City's revolving loan fund. Additional funds would be needed to achieve the goal.

Performance Indicator(s):

- Electricity consumed
- Natural gas Consumed
- Fuels for Fleet Consumed
- Streetlights Converted to LEDs
- City Buildings Retrofitted
- Air Conditioner Units Replaced

2) Implement the Green Cincinnati Plan

Description: The Green Cincinnati Plan is the City's formally adopted sustainability plan. It provides a roadmap for efforts that will improve the environment, economy and quality of life for Cincinnatians.

Key Steps/Progress Milestones:

- Quarterly, report on Implementation Progress.



- 25% of Plan Recommendations Complete and 75% proceeding on schedule by end of FY20.

Fund(s): Will be needed

Performance Indicator(s):

- Monitoring Dashboard for items outlined in the plan
- 25% of Plan Recommendations Complete and 75% proceeding on schedule by end of FY20.

Efficient Service Delivery

1) Reduce Landfill Dependence

Description: In nature, there is no such thing as garbage. The outputs from every process are the inputs for another process. For the City, every item that we take to the landfill is a lost opportunity to extract value from that item.

Key Steps/Progress Milestones:

- Increase recycling participation and diversion rate
- Create sites that can beneficially reuse wastes from Cincinnati

Fund(s): N/A

Performance Indicator(s):

- Recycling Participation Rate
- Landfill Tonnage Reports

Office of Internal Audit

Efficient Service Delivery

1) Quality Reporting

Description: Produce quality reports that provide recommendations to improve the internal control structure within City government

Key Steps/Progress Milestones:

- Working with the Internal Audit Committee to identify areas of risk.
- Conducting audits per Generally Accepted Government Auditing Standards (GAGAS).
- Properly communicating to management findings and recommendations.



Fund(s): IA's Total Budget Personnel costs Auto Audit Database Training, etc.

Performance Indicator(s):

- Number of reports completed

2) Fraud, Waste, and Abuse Hotline

Description: Support management's efforts to establish a culture that embraces ethics, honesty, and integrity through the Fraud, Waste and Abuse Hotline.

Key Steps/Progress Milestones:

- Respond in a timely manner to all allegations made through the Hotline.

Fund(s): IA's Total Budget

Performance Indicator(s):

- Number of Allegations Received
- Number of Allegations Processed
- Average Time to Process

Office of Performance and Data Analytics

Efficient Service Delivery

1) Promote Government Transparency and Information Accessibility.

Description: The Open Data Portal and CincyInsights, the City's real-time, interactive dashboard portal, are both maintained and updated by OPDA. The goal of publishing high quality data (both as raw data and as interactive dashboards) is to increase government transparency and accountability. While also engaging citizens, increasing data literacy in communities, and maximizing shared information. OPDA's goal is to continue to both increase the volume of data sets published to the Open Data Portal and dashboard for CincyInsights but also improve the user experience to ensure all employees and community members can easily find desired information.

Key Steps/Progress Milestones:

- Continue publishing data sets to Open Data
- Continue to build dashboards for publication to Cincy Insights dashboard portal.
- Increase community engagement to promote data literacy and public use of open data resources.



- Increase volume, quality, and frequency of datasets published to Open Data Portal.

Fund(s): General Fund 050

Performance Indicator(s):

- Amount of data sets published to Open Data
- Amount of CincyInsights Dashboards published
- Amount of enhanced data sets
- Website Analytics

2) Enhance Customer Services Citywide

Description: OPDA will continue to use data analysis, performance management, and process improvement to enhance customer service for the community and employees of City of Cincinnati. In addition to data aggregation and performance monitoring, OPDA will be working with City departments find ways to enhance delivery of key digital services both internally and externally by creatively solving problems, assisting Departments with software/technology selection, and using existing data and technology to improve customer experience.

Key Steps/Progress Milestones:

- Facilitate three innovation labs to create and improve city processes
- Deploy iTeams to address small scale process improvement opportunities
- Continue to identify customer-facing processes that can be re-mapped, streamlined, and made accessible as online applications.
- Deploy new Special Event platform

Fund(s): General Fund 050

Performance Indicator(s):

- Number of iLabs held
- Number of iTeam projects
- Number of solutions created

3) Improve Data Quality and Management Citywide

Description: Continue working with Departments, as well as CAGIS and ETS to improve data quality, from input to analysis. Create guidelines for data validation, particularly for GIS data sets

**Key Steps/Progress Milestones:**

- Review Department contracts with vendors, with an eye toward data quality, access, ownership, and cloud storage options
- Continue centralizing all City data for processing & automation (for operations management, performance monitoring, & publication via open data), and standardizing fields used city-wide (i.e., Neighborhoods, street names, etc.)
- Hold regular data governance meetings, both citywide and with specific departments/operations, to ensure that agencies are equipped to be data service providers (internally and city-wide)

Fund(s): General Fund 050**Data Capture:**

- Data sources identified citywide
- Datasets process for central analysis in OPDA's data warehouse
- Datasets updated daily
- New views/data sets in OPDA's central warehouse
- Additional enrichment processes for enhancing data quality (OPDA ETL)

Fiscal Sustainability**1) Engrain Data-Driven and Performance Based Management**

Description: Continue to leverage data analytics framework, innovation lab, performance monitoring, and performance management agreements to maximize fiscally responsible management of city operations and contracts.

Key Steps/Progress Milestones:

- Enhance and continue building out performance agreements for use in ongoing performance monitoring, management, and operational oversight.
- Continue holding PartnerStat meetings to hold outside agencies receiving General Fund grants from the city accountable for spending, performance, and fund management.
- Increase internal access to operational monitoring dashboards

Fund(s): 050

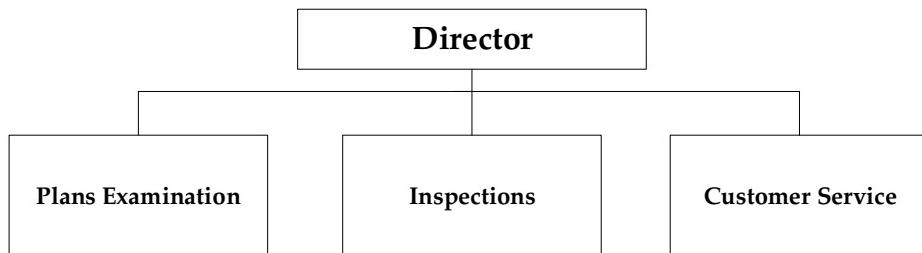
**Performance Indicator(s):**

- Number of topics in Stat
- Number of departments in monitoring
- Number of monitoring dashboards
- Usage of monitoring dashboards



Buildings & Inspections

The mission of the Department of Buildings and Inspections is to ensure excellent customer service delivery, administer the life and fire safety standards in our building stock, conserve the rich architectural history of Cincinnati, and foster sustainable and environmentally sensitive developments.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 6,374,900 | 6,781,100 | 6,262,170 | (518,930) | 6,348,810 |
| Employee Benefits | 2,706,140 | 2,841,170 | 2,576,740 | (264,430) | 2,633,680 |
| Non-Personnel | 1,244,920 | 746,810 | 734,440 | (12,370) | 739,240 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 10,325,960 | 10,369,080 | 9,573,350 | (795,730) | 9,721,730 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 176,390 | 174,040 | 173,970 | (70) | 173,970 |
| Employee Benefits | 77,020 | 76,000 | 74,310 | (1,690) | 74,310 |
| Non-Personnel | 846,260 | 846,400 | 854,790 | 8,390 | 854,790 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,099,670 | 1,096,440 | 1,103,070 | 6,630 | 1,103,070 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 11,425,630 | 11,465,520 | 10,676,420 | (789,100) | 10,824,800 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 12,600,370 | 17,084,070 | 15,969,260 | (1,114,810) | 15,969,260 |
| Total Full-time Equivalent Positions | 112.50 | 112.50 | 110.50 | (2.00) | 110.50 |

Departmental Budgets

Buildings & Inspections



Department Agencies

1. Buildings & Inspections, Licenses & Permits
2. Property Maintenance Code Enforcement

Agency Summaries

Agency 1: Buildings & Inspections, Licenses & Permits

Description: This agency is responsible for plan examinations, zoning plan reviews, construction inspections, plumbing inspections, and elevator inspections. The agency is also responsible for related administrative, customer service, and permit issuance functions.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 4,606,060 | 4,881,660 | 4,862,770 | (18,890) | 4,938,180 |
| Employee Benefits | 1,823,560 | 1,953,730 | 1,952,020 | (1,710) | 1,994,210 |
| Non-Personnel | 515,620 | 498,860 | 487,010 | (11,850) | 490,450 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 6,945,240 | 7,334,250 | 7,301,800 | (32,450) | 7,422,840 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 46,000 | 43,650 | 43,580 | (70) | 43,580 |
| Employee Benefits | 21,500 | 20,480 | 18,790 | (1,690) | 18,790 |
| Non-Personnel | 6,950 | 7,090 | 7,090 | 0 | 7,090 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 74,450 | 71,220 | 69,460 | (1,760) | 69,460 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 7,019,690 | 7,405,470 | 7,371,260 | (34,210) | 7,492,300 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 11,941,060 | 16,424,760 | 15,054,260 | (1,370,500) | 15,054,260 |
| Total Full-time Equivalent Positions | 72.00 | 73.00 | 76.00 | 3.00 | 76.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|---|
| 424,890 | 3.00 | All Funds | This agency reflects an all funds increase due to wage and employee benefits increases as well as the transfer of positions from the Property Maintenance Code Enforcement agency. The increase in FTE is due to the transfer of three positions. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Description | |
|---------|------|---------|------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| 41,450 | 0.00 | 42,040 | 0.00 | General Fund | This increase represents funding for credit card fees which are incurred from financial transactions at the Permit Center and on the Accela Portal. |



On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (61,250) | 0.00 | (61,250) | 0.00 | General Fund | This reflects a reduction to the department's budget. This represents the transfer of the Open Counter base contract cost to the Enterprise Software and Licenses non-departmental account. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|-----------|------|---------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (434,170) | 0.00 | (434,170) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction leaves multiple vacant positions unfilled. |
| (5,130) | 0.00 | (5,130) | 0.00 | Income Tax-Infrastructure | This reflects a reduction to the department's budget. This reduction will reduce available personnel reimbursements. |

Departmental Budgets

Buildings & Inspections



Agency 2: Property Maintenance Code Enforcement

Description: This agency addresses complaints of sub-standard housing, zoning violations, and blight/code violations through inspections of commercial and residential premises. The agency is also responsible for related customer service and permit issuance functions.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,768,840 | 1,899,440 | 1,399,400 | (500,040) | 1,410,630 |
| Employee Benefits | 882,580 | 887,440 | 624,720 | (262,720) | 639,470 |
| Non-Personnel | 729,300 | 247,950 | 247,430 | (520) | 248,790 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 3,380,720 | 3,034,830 | 2,271,550 | (763,280) | 2,298,890 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 130,390 | 130,390 | 130,390 | 0 | 130,390 |
| Employee Benefits | 55,520 | 55,520 | 55,520 | 0 | 55,520 |
| Non-Personnel | 839,310 | 839,310 | 847,700 | 8,390 | 847,700 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,025,220 | 1,025,220 | 1,033,610 | 8,390 | 1,033,610 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 4,405,940 | 4,060,050 | 3,305,160 | (754,890) |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 659,310 | 659,310 | 915,000 | 255,690 | 915,000 |
| Total Full-time Equivalent Positions | 40.50 | 39.50 | 34.50 | (5.00) | 34.50 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|--------|-----------|---|
| (396,590) | (3.00) | All Funds | This agency reflects an all funds decrease due to the transfer of positions to the Buildings & Inspections, Licenses & Permits agency, which is partially offset by wage and employee benefits increases. The decrease in FTE is due to the position transfers. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (172,470) | (2.00) | (179,300) | (2.00) | General Fund | This reflects a reduction to the department's budget. This reduction eliminates two vacant Inspector 1 positions. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|-----------|------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (185,830) | 0.00 | (185,830) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction leaves multiple vacant positions unfilled. |



Growing Economic Opportunities

1) Coordinate Site Plan Review Process

Description: This initiative, which will go into its second full year, assists in generating timely, coordinated site development reviews involving multiple agencies. This creates an effective means to present a uniform front to developers and a means to collaboratively work with developers to find solutions that work for all agencies. In the 1Q of FY 19, the following benchmarks were achieved:

- Establish multi agency advisory team – Advisory Team
- Create checklist for submission requirements for both the concept and technical reviews
- Establish high level site plan review committee - CSPRO
- Finalize the composition for both Permit Plus and CAGIS Docs to support the proposed process
- Train staff on the various components of the process
- Integrate this process into the roll out of the new Accela platform and OpenCounter

Key Steps/Progress Milestones:

- To continue growth and success with this program, the following actions will need to be met:
- Continue outreach to the development community on this process.
- Periodically review the effectiveness of the model with the development community.
- With adoption of Subdivision Regulations, reconsider the coordination and intake process for City Planning and Zoning to improve seamless submissions
- CSPRO to produce an action agenda, with Advisory Team consultation, to consider other regulatory streamlining, consolidation and realignment of procedures to maximize efficiency
- Working to enhance approach of multi agency team towards an interactive problem-solving approach

Fund(s) : No new staff or revenue streams are proposed.

Performance Indicator(s):

- The following benchmarks will achieve 90% or greater completion rates at the quantified dates, upon submission of complete application:
- Minor Subdivision recommendations within 10 business days (in conjunction with City Planning)



- Advisory Team recommendations - 15 business days
- Hosted Advisory Team client meetings - 20 business days of complete application submission
- CSPRO recommendations of major Development and Technical Review - 25 business days
- Incur no greater than a 25% revision rate on Advisory Team recommendations
- Complete procedural integration with City Planning on Minor Subdivision procedures.

Thriving and Healthy Neighborhoods

1) Façade and Fire Escape Safety Program

Description: The purpose of this program, currently in its second year, is to manage the risk of non-maintained fire escapes and façade elements on taller buildings. Fire escapes are primarily on older buildings whose design didn't incorporate safe means to exit the building. Most fire escapes are at least 75 years old. When not properly maintained, use of fire escapes are extremely hazardous. Similarly, facades on taller buildings that are not properly maintained can lead to injury or death of pedestrians walking on adjacent sidewalks. Over 2600 buildings are subject to this program. This program requires on a regular cycle for the owner to hire a registered design professional to evaluate the safety and performance of these components and for the owner to affect any repairs specified by the design professional.

Key Steps/Progress Milestones:

Outreach to owners and design professionals was done in year one. Going forward milestones are continuing to send notices to owners of impacted properties and monitoring compliance with the requirements of this program. For owners who don't respond to the orders, utilize advanced enforcement techniques to ensure compliance.

Fund(s): There are no dedicated staff for this program. Rather this is handled as part of the duties of the district inspector. The cost of the program is offset by a report review charge of \$100.

Data Capture:

The various activities of this program are documented in Permits Plus. These data sets allow for the following metrics to be monitored:

- Number of notices issued;
- Number of reports received;
- Number of properties in safe, safe with repairs, and unsafe status;
- Number of violations corrected in the compliance period;
- Number of violations requiring advanced enforcement.



2) Homeowner Assistance and Building Order Remission (HARBOR) Program

Description: This program was launched in 2018, when \$400,000 from the Mayor's initiative to provide funding for Low-Mod Income homeowners to address housing code violations for owner occupants in need. The program was established with the following goals established:

- To serve as a clearing house for Low-Mod homeowner assistance programs from various agencies around the City, simplify processes, and avoid duplication of effort of funders.
- To reach out to homeowners in need who have received notices of code violations or "orders" and are unable to fund the necessary work screen and qualify applicants.
- To work with the B&I to develop a scope of work and to carry out the repairs for the homeowners who qualify.
- To increase health & safety and reduce blight, with a priority in working in NEP neighborhoods to leverage better neighborhood quality of life and value.

Key Steps/Progress Milestones:

- Program Roll Out- Creation of program functional requirements
- Procurement of Vendor- The program administration was competitively bid and awarded
- Referral of Homeowners by B&I- The Inspector encountering distressed owner refer for assistance.
- Reaching out & Qualifying Homeowners- Vendor may make home visit screen the applications
- Preparing a scope and budget for each homeowner- Vendor prepares scope and budget for city approval.
- Maintenance -Ongoing contract compliance, coordination between B&I and vendor bi-monthly teleconference updates.
- Completing the work- Work starts and is completed and inspected and approved

Fund(s): There is no program income anticipated except where costs exceed \$10,000, and an encumbrance is paid at the time of a sale. The program funds do not pay for B&I support staff for overseeing compliance. The funds are General Funds of \$400,000.00, carried over from the previous year. Funding will be required in the budget going forward. The funding is paid to the vendor as work is completed and approved.

Performance Indicator(s):

- Number of code violations corrected - Goal of 75
- Number of clients served- Goal of 22



- Value of repairs completed Goal of 100% of funding (\$400,000)

Efficient Service Delivery

1) Quality Control Program

Description: The purpose of this program is to randomly sample work performed by each staff member. The purpose to ensure that all work meets the department's quality standards in both technical decision-making as well as customer service. Through this monitoring, the department continually evaluates processes as well as trains our employees.

Key Steps/Progress Milestones:

- The department will be utilizing the program through the following milestones:
- Perform quality control review of each employee on a quarterly basis.
- Document review findings.
- Hold review sessions with each employee.
- Refine procedures and training based on quality control findings.

Fund(s): There are no direct funds expended or taken in as a result of this program.

Performance Indicator(s):

- Number of reviews conducted quarterly# of review sessions held
- # of training sessions held as a result of QA reviews
- # of policies created and processes redefined as a result of QA reviews

2) Implementation of AccelaEdge

Description: Over the next 12-18 months Buildings & Inspections will be transitioning to a new permitting platform. The current system, Permits Plus, will be replaced with software by ACCELA Inc (branded by CAGIS as Edge). This technology will be able to streamline permitting, plan review and inspections; providing a more seamless and updated way of permitting. This platform will move the department towards a fully electronic permitting process, real time interaction with the inspectors out in the field, and a comprehensive view of activity on a property by all city departments. Edge will also provide a better customer experience as it relates to the application submission, progress, and approval process.

Key Steps/Progress Milestones:

The department plans to implement the program through the following milestones:



- Define Stage – this stage includes project kickoff, setup and refinement of schedule
- Standards Architecture and Build – this involves city subject matter experts and CAGIS meeting with the vendor to define data and workflow standards
- Refine Stage – this stage includes initial training, gap analysis and grouping
- Functional Grouping – This involves the vendor defining each phase of permit types into groups for the purpose of prioritizing and designing base configurations
- Develop Stage – this stage includes training, configuration, report building
- Deploy Stage – this stage includes User Testing, Acceptance and Post Production support
- Release Stabilization – This involves the release of the grouped permit types and will require a team of the vendor's customer support and implementation teams and the city's operational support

Fund(s): July, 2016 a technology surcharge was implemented on permits to help supplement the cost of upgrading to the Edge platform. In addition, budget approved capital funds in the amount of \$1.5 million was granted to the department to help with the overall implementation.

Performance Indicator(s):

How well tasks listed above are met by defined dates

3) OpenCincy Enhancements - Citizen Access Enhancement/Permit Expediting

Description: Launched late in FY 18, OpenCincy is web based software by OpenCounter that was established as a two prong tool for citizen inquiries.

- Zoning Portal allows citizens to make general queries regarding uses and addresses to discover if a land use is permitted, prohibited or potentially conditionally approvable.
- Business Portal is a more comprehensive query, incorporating all the aspects of the Zoning Portal, then allowing the citizen to review all the permits required for opening a business operation, providing links to applications and providing estimated total costs of all permitting to operationalize a project/business. Currently no direct permitting or payment can be accomplished.

Buildings & Inspections is actively participating on three additional fronts with the Open Counter platform; Residential Portal, Special Events Portal and Business Registration and Licensing Portal.

- Residential Portal development is led by Buildings & Inspections and will be a companion to Business Portal, allowing citizens to identify projects at the location of their residence, to determine if the project is allowable, the permits/procedures involved, and cost estimates for all required permitting.



- Special Events Portal, championed by OPDA will be a one-stop shop for all requests for special activities, allowing online registration and documentation, multi-agency review and permit approval.
- Business Registration and Licensing Portal is a joint effort led by Buildings & Inspections and Treasury as means to manage multi-agency reviews and permissions for business operations. It is anticipated Short-Term Rental registration will be the pilot project, though if successful could allow swift implementation to other licensing procedures jointly managed currently between the departments.

Key Steps/Progress Milestones:

- 7/1/19 Onboard the Short-Term Rental Registration to be live by 7/1/19 for registration
- 9/30/19 - Onboard the new Residential Portal by 1Q of FY2020
- 12/31/19 – Upon proof of concept of STR Registration develop prioritized list of other functions deployable
- 3/31/20 – Onboard all functionality for renewals and finalize all payment practices.
- 3/31/20 – Deploy at least one new high priority function
- 6/30/20 – Deploy second high priority function
- Continuously monitor CAGIS Edge Deployment to allow Open Counter to be an intake for all future functionality of Accela
- Measure usage rates and user profiles to identify who is most using software
- Execute an education campaign on OpenCincy heightening awareness in key demographics

Fund(s): Open Counter is currently a multi-agency supported software funded through the Office of Performance Data Analytics. All contracts are previously established. Contract continuation is required. Costs already established per existing contracts. If payment processing is deployed, Buildings & Inspections shall continue to engage in cost recovery via its existing practices in the Financial Recovery Fee.

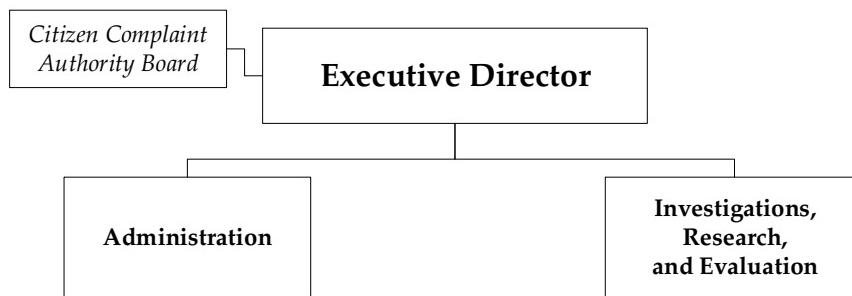
Performance Indicator(s):

- Reallocate 15% of average monthly Zoning Plans Examiner (ZPE) general inquiry calls and walk-ins to the OpenCincy portal
- Ensure 100% of ZPE and Customer Service Representatives (CSR) are competent in performing and demonstrating functionality to citizens
- Provide prominent positioning of functionality on website and lobby kiosk
- Offer citizen training opportunities in ten unique neighborhoods demonstrating all B&I technology platforms to civic leaders and volunteers



Citizen Complaint Authority

The mission of the Department of Citizen Complaint Authority is to investigate serious interventions by police officers, including but not limited to: allegations of discharging of firearms, death in custody, use of excessive force, improper pointing of firearms, improper search and seizures, and to resolve all citizen complaints in a fair and efficient manner.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 486,060 | 483,810 | 504,970 | 21,160 | 511,540 |
| Employee Benefits | 157,730 | 159,880 | 158,410 | (1,470) | 160,520 |
| Non-Personnel | 29,260 | 26,820 | 28,250 | 1,430 | 28,640 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 673,050 | 670,510 | 691,630 | 21,120 | 700,700 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 673,050 | 670,510 | 691,630 | 21,120 | 700,700 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 6.00 | 6.00 | 6.00 | 0.00 | 6.00 |



Department Agencies

1. Citizen Complaint Authority

Agency Summaries

Agency 1: Citizen Complaint Authority

Description: Provides the community with an investigation that is clear, concise, focused, and understandable.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 486,060 | 483,810 | 504,970 | 21,160 | 511,540 |
| Employee Benefits | 157,730 | 159,880 | 158,410 | (1,470) | 160,520 |
| Non-Personnel | 29,260 | 26,820 | 28,250 | 1,430 | 28,640 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 673,050 | 670,510 | 691,630 | 21,120 | 700,700 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 673,050 | 670,510 | 691,630 | 21,120 | 700,700 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 6.00 | 6.00 | 6.00 | 0.00 | 6.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|--|
| 21,120 | 0.00 All Funds | This agency reflects a General Fund increase due to increases in wages, contractual services and subscriptions. There is no change in FTE. |



Safety

1) Management of CPD Officer Complaints reported to CCA

Description: Ensure timely response to citizen complaints and track the review of complaints to the completion of investigations with specific concentration on eliminating the investigation backlog. Use complaint data and investigation results to develop policy and procedure recommendations for Cincinnati Police Department (CPD). Publish Annual Report and Patterns Report to assist CPD and stakeholders in the examination of complaint trends and patterns in order to effectively address and reduce complaints as well as undertake problem-solving efforts to determine the reason(s) for the trends and patterns and whether there are opportunities to eliminate or reduce root causes. These criteria are requirements of Cincinnati Administrative Code, Article 28 (CMC Art. 28) and the Collaborative Agreement (CA).

Key Steps/Progress Milestones:

- Address backlog with current staffing of 3 investigators as of September 2018. *Note: CMC Art. 28 states that CCA should have a total of 5 investigators and that CCA should complete investigations within 90 days unless extenuating circumstances.*
- Upon CPD notification or stakeholders' requests, be present at crime scenes to begin preliminary investigations of CPD involved discharges of firearms and serious uses of force cases.
- Further review, analyze and detect patterns.
- Continue to provide recommendations and observations to CPD and monitor implementation/address of recommendations and observations by CPD.
- Conduct research and draft policy and procedure reviews and recommendations.
- Continue to improve and modify CCMS to ensure that the database remains "long term" viable.

Fund(s): General Fund 050

Performance Indicator(s):

- Intake and assign all complaints within 48 hours of receipt
- Amount of Complaints Reviewed
- Allegations Reviewed
- Complaints CCA Investigated
- Investigations Completed
- Publication of Annual Report
- Publication of Annual Patterns Report



2) Community Engagement

Description: To engage stakeholders through community engagements and information dissemination in addition to outreach requests about CCA's enabling statute, mission, investigations, statistics and other relevant topics. To further develop and increase CCA's public relations including updates to the website, social media and its literature.

Key Steps/Progress Milestones:

- Provide training and presentations periodically and upon request.
- Create, provide and disseminate CCA information.
- To create an additional brochure entitled, "WHAT TO DO WHEN YOU COME INTO CONTACT WITH THE POLICE."
- In FY 2018, CCA created a community engagement and training tracking system. CCA will continue to enhance the CCA event tracking database.
- Communicate and update CCA information via its websites and social media.
- Periodically monitor and make modifications to websites and social media to ensure viability.
- Continue to review and evaluate the goals and provisions of the CA as it relates to CCA, and evaluate the progress.

Fund(s) : General Fund 050

Performance Indicator(s):

- Community Engagements and Trainings Held
- Website Analytics for CCA's website
- Publication of the CCA Brochure: "WHAT TO DO WHEN YOU COME INTO CONTACT WITH THE POLICE"

Innovative Government

1) Tracking of CCA Data

Description: Publish a modified database that ensures accountability via data input, analyses and compliance.



Key Steps/Progress Milestones:

- Maintain agency records and files and ensure the investigations process remains in compliance with the Collaborative Agreement.
- Maintain complaint and investigations data in CCA's Citizen Complaint Management System (CCMS).
- Improvements and modifications to CCMS to ensure accurate data and long-term viability.
- Administrative professionals ensure that data related to complaints are entered accurately by reviewing weekly intake information.
- Maintains a daily log of all its data related to complaints to reconcile with data stored in its database.
- Update and modify database as needed.

Fund(s): 050

Performance Indicator(s):

- Complaints assigned with 48 hours
- Implementation of modified database as required and needed



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City Planning

The Department of City Planning is a high-performance team that guides land use and zoning. Through sound planning practices, City Planning ensures that our great city is enriched with vitality, thrives as an urban center, and is a model to other cities nationwide.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 531,040 | 468,360 | 344,890 | (123,470) | 372,240 |
| Employee Benefits | 163,300 | 134,700 | 130,340 | (4,360) | 141,100 |
| Non-Personnel | 48,800 | 45,400 | 46,450 | 1,050 | 43,790 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 743,140 | 648,460 | 521,680 | (126,780) | 557,130 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | | | | | |
| Total | 743,140 | 648,460 | 521,680 | (126,780) | 557,130 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 100,000 | 336,240 | 337,000 | 760 | 337,000 |
| Total Full-time Equivalent Positions | 11.00 | 11.00 | 10.00 | (1.00) | 10.00 |

Departmental Budgets

City Planning



Department Agencies

1. City Planning

Agency Summaries

Agency 1: City Planning

Description: Develops the City's Comprehensive Plan. Conducts reviews/studies for: subdivisions, zone changes, planned developments, conditional uses, variance special exceptions, hillsides, design review districts, and the sale or lease of City owned property.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 531,040 | 468,360 | 344,890 | (123,470) | 372,240 |
| Employee Benefits | 163,300 | 134,700 | 130,340 | (4,360) | 141,100 |
| Non-Personnel | 48,800 | 45,400 | 46,450 | 1,050 | 43,790 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 743,140 | 648,460 | 521,680 | (126,780) | 557,130 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 743,140 | 648,460 | (126,780) | 557,130 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 100,000 | 336,240 | 337,000 | 760 | 337,000 |
| Total Full-time Equivalent Positions | 11.00 | 11.00 | 10.00 | (1.00) | 10.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|---|
| 74,180 | 0.00 | All Funds | This agency reflects a General Fund increase due to wage increases and employee benefits increases. There is no change in FTE |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|--------|----------|--------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (92,350) | (1.00) | (95,940) | (1.00) | General Fund | This reflects a reduction to the department's budget. This reduction eliminates a filled Administrative Specialist position. |



One-Time Significant Agency Changes

| FY 2020 | | | FY 2021 | | Description |
|-----------|------|-----------|---------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (108,610) | 0.00 | (108,610) | 0.00 | General Fund | This reflects a reduction to the department's budget. Temporary personnel will no longer be utilized to implement Neighborhood Studies related capital projects. Instead, existing staff will perform this work and be reimbursed from the capital projects. |



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Growing Economic Opportunities

1) Ensure a Complete Count for the City of Cincinnati in the 2020 US Census

Description: Every 10 years the US Census Bureau counts every resident in the US and asks critical demographic questions that cities use to make decisions and that guide Federal funding. One of Cincinnati's goals in Plan Cincinnati was to increase our population. A complete and accurate count of all residents in Cincinnati helps to achieve this goal of increasing our population and ensuring crucial Federal funding.

To accomplish this, one task completed by the Department of City Planning every 10 years is a complete review and update of all residential addresses in the City. This is a multi-year process. City Planning staff completed the first round of the Local Update of Census Addresses (LUCA) in FY2019 and will work with the Census Bureau to complete the second round in early FY2020.

In addition to the technical work done by the Department, City Planning staff also take on a central role on the Mayor's Complete Count Committee. This is a collaborative group of city-wide stakeholders who spend roughly the year prior to Census Day (April 1, 2020) educating Cincinnati residents about the upcoming census and its importance to our city. Director Katherine Keough-Jurs has been appointed the City's Complete Count Committee Chair by Mayor Cranley and several other staff will dedicate significant time to this project during FY2020.

Key Steps/Progress Milestones:

- LUCA Completion (Summer/Fall 2019)
- Education Phase (April – Dec 2019)
- Awareness Phase (Jan – March 2020)
- Motivation Phase (March – May 2020)

Fund(s) : General Fund 050

Performance Indicator(s):

- Meeting Census deadlines
- Number of Census-related meetings and events
- Non-Response Rate after April 1, 2020
- Total Non-Response Rate for Census 2020



Thriving Neighborhoods

1) Neighborhood Plan Completion

Description: Thus far the Department of City Planning amended 1 neighborhood plan and finalized 2 additional neighborhood plans in FY2019 and currently has 10 neighborhood plans at some level of completion, with 6 additional neighborhoods who have requested a neighborhood plan. A neighborhood plan can currently be a 2 year process or longer. The Department of City Planning would like to complete as many of its outstanding plans as possible in order to respond to future plan requests in a more expedient manner.

Key Steps/Progress Milestones:

- Continue to work through all plans actively in progress to complete them as quickly as the process will allow.
- Assess any plans that have stalled and agree upon a strategy to complete each plan.
- Ensure appropriate community engagement and circulate final drafts to City departments for review.
- Present final plans and recommendations to City Planning Commission and City Council for approval.

Fund(s): General Fund

Data Capture:

- Neighborhood Plans in progress
- Neighborhood Plans completed

2) Plan Cincinnati Progress Report

Description: Plan Cincinnati, the City of Cincinnati's Comprehensive Plan, reached its 6 year milestone in December 2018. In those 6 years, many of the recommendations listed within Plan Cincinnati have been implemented or are in the process of being implemented. The Department of City Planning has been working with other City departments and outside stakeholders to track items successfully implemented and those in progress. The Department of City Planning is finalizing a preliminary report documenting those successes to be released in FY2019 and is currently working with the Office of Performance and Data Analytics (OPDA) to develop a permanent status report that can be updated with greater frequency. In FY2020 our hope is that this database is updated completely and is a permanent part of the CincyInsights dashboard.

Key Steps/Progress Milestones:

- Continually gather data from other City departments and outside partners



- Update Initiative Areas
- Create awareness of the Plan Cincinnati Progress Report

Fund(s): General Fund 050

Performance Indicator(s):

- Number of recommendations with a status update
- Website analytics for Plan Cincinnati Progress Dashboard

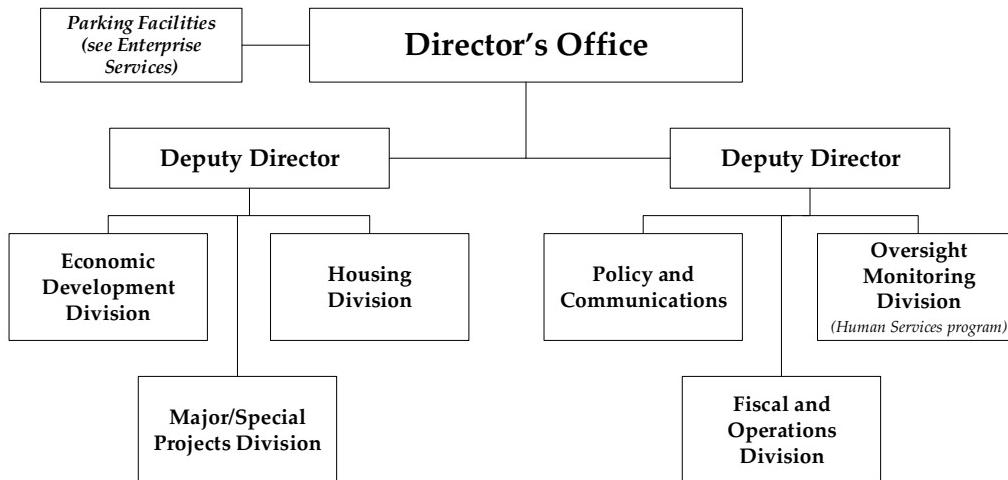


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Community & Economic Development

The mission of the Department of Community and Economic Development is to strengthen our neighborhoods and grow the City's revenue base through investment in its people and places.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,299,030 | 1,137,890 | 907,940 | (229,950) | 957,180 |
| Employee Benefits | 301,090 | 361,140 | 387,500 | 26,360 | 405,560 |
| Non-Personnel | 6,919,270 | 6,818,690 | 5,886,010 | (932,680) | 5,752,390 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 8,519,390 | 8,317,720 | 7,181,450 | (1,136,270) | 7,115,130 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 172,740 | 165,030 | 0 | (165,030) | 0 |
| Employee Benefits | 36,330 | 55,000 | 0 | (55,000) | 0 |
| Non-Personnel | 542,310 | 577,650 | 552,640 | (25,010) | 556,170 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 751,380 | 797,680 | 552,640 | (245,040) | 556,170 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 9,270,770 | 9,115,400 | 7,734,090 | (1,381,310) | 7,671,300 |
| Consolidated Plan Projects (CDBG) | 1,931,710 | 1,793,640 | 1,398,860 | (394,790) | 1,446,030 |
| Department Revenue | 490,000 | 640,000 | 644,000 | 4,000 | 644,000 |
| Total Full-time Equivalent Positions | 55.00 | 49.73 | 37.00 | (12.73) | 37.00 |



Department Agencies

1. Director's Office and Administration
2. Housing Division
3. Economic Development and Major/Special Projects Division

Agency Summaries

Agency 1: Director's Office and Administration

Description: This agency covers the administrative, operational, and compliance activities of the department and includes staff in the Director's Office as well as the Human Services, Fiscal & Operations, and Oversight Monitoring divisions.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 953,340 | 572,100 | 407,430 | (164,670) | 425,080 |
| Employee Benefits | 288,240 | 195,440 | 117,060 | (78,380) | 125,060 |
| Non-Personnel | 4,404,910 | 4,595,180 | 5,104,840 | 509,660 | 5,043,320 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 5,646,490 | 5,362,720 | 5,629,330 | 266,610 | 5,593,460 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 172,740 | 165,030 | 0 | (165,030) | 0 |
| Employee Benefits | 36,330 | 55,000 | 0 | (55,000) | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 209,070 | 220,030 | 0 | (220,030) | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 5,855,560 | 5,582,750 | 5,629,330 | 46,580 | 5,593,460 |
| Consolidated Plan Projects (CDBG) | 455,860 | 854,230 | 727,910 | (126,320) | 748,860 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 22.00 | 22.00 | 15.00 | (7.00) | 15.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|-----------|------------------|--|
| (200,170) | (1.00) All Funds | This agency reflects an all funds decrease due to the elimination of a vacant position, which is partially offset by wage increases and office building rent. The decrease in FTE is due to the elimination of a position. |



On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|-----------------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| 502,670 | 0.00 | 502,670 | 0.00 | General Fund | This represents a net increase in human services leveraged support. Increases in the City Human Services Fund (administered by the United Way) and Strategies to End Homelessness (Winter Shelter) are partially offset by the elimination of leveraged support for the Violence Prevention Program (administered by the United Way) and Cincinnati Works Employment Retention & Capacity Building (Hand Up Initiative). |
| (215,920) | (5.00) | (278,130) | (5.00) | General Fund | This reflects a reduction to the department's budget. This reduction will result in the elimination of two filled positions (a Division Manager and a Supervising Management Analyst) and three vacant positions (a Clerk Typist 3, a Senior Community Development Analyst, and a Senior Management Analyst). |
| (131,450) | (1.00) | (134,190) | (1.00) | Community Development Block Grant | This reflects a reduction to the department's budget. This reduction will result in the elimination of a vacant Deputy Director position. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (40,000) | 0.00 | (40,000) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction represents lump sum position vacancy allowance achieved through natural employee turnover. |

Departmental Budgets

Community & Economic Development



Agency 2: Housing Division

Description: This program encompasses all housing-related programs to help home buyers and renters so that safe, clean and affordable housing is possible for everyone. Neighborhood support programs are also included.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 81,850 | 110,710 | 116,350 | 5,640 | 118,960 |
| Employee Benefits | 11,030 | 10,420 | 34,530 | 24,110 | 35,200 |
| Non-Personnel | 636,400 | 717,150 | 504,610 | (212,540) | 496,660 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 729,280 | 838,280 | 655,490 | (182,790) | 650,820 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 59,070 | 60,250 | 60,850 | 600 | 61,460 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 59,070 | 60,250 | 60,850 | 600 | 61,460 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 788,350 | 898,530 | 716,340 | (182,190) |
| | | | | | 712,280 |
| Consolidated Plan Projects (CDBG) | 1,187,300 | 953,720 | 670,940 | (282,780) | 697,160 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 14.00 | 10.00 | 9.00 | (1.00) | 9.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|----------|------|-----------|--|
| (36,780) | 0.00 | All Funds | This agency reflects an all funds decrease due a reduction in taxes and contractual services which is partially offset by wage increases and employee benefits increases. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Fund | Description |
|-----------|--------|-----------|--------|-----------------------------------|--|
| Budget | FTE | Budget | FTE | | |
| (104,390) | (1.00) | (106,580) | (1.00) | Community Development Block Grant | This reflects a reduction to the department's budget. This reduction will result in the elimination of a vacant Supervising Community Development Analyst position. |
| (145,410) | 0.00 | (145,410) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduces leveraged support for Neighborhood Community Councils and Neighborhood Business Districts and eliminates leveraged support for the Cincinnati Neighborhood Games, Center for Addiction Treatment (CAT), and the Chamber of Commerce - Immigration Center Partnership (COMPASS). |



Agency 3: Economic Development and Major/Special Projects Division

Description: The Economic Development agency provides citywide economic development services, including business recruitment and retention, large-scale real estate development, and downtown development.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 263,840 | 455,080 | 384,160 | (70,920) | 413,140 |
| Employee Benefits | 1,820 | 155,280 | 235,910 | 80,630 | 245,300 |
| Non-Personnel | 1,877,960 | 1,506,360 | 276,560 | (1,229,800) | 212,410 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,143,620 | 2,116,720 | 896,630 | (1,220,090) | 870,850 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 483,240 | 517,400 | 491,790 | (25,610) | 494,710 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 483,240 | 517,400 | 491,790 | (25,610) | 494,710 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 2,626,860 | 2,634,120 | 1,388,420 | (1,245,700) | 1,365,560 |
| Consolidated Plan Projects (CDBG) | 288,550 | (14,310) | 0 | 14,310 | 0 |
| Agency Revenue | 490,000 | 640,000 | 644,000 | 4,000 | 644,000 |
| Total Full-time Equivalent Positions | 19.00 | 17.73 | 13.00 | (4.73) | 13.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|--------|-----------|---|
| (102,270) | (0.73) | All Funds | This agency reflects an all funds decrease due to the removal of one-time leveraged support which is partially offset by increases in wages and employee benefits. The decrease in FTE is due to the elimination of a Co-Op/Student Intern 3. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Fund | Description |
|-----------|--------|-----------|--------|--------------|--|
| Budget | FTE | Budget | FTE | | |
| (160,960) | (4.00) | (169,010) | (4.00) | General Fund | This reflects a reduction to the department's budget. This reduction will result in the elimination of four vacant positions: a Development Manager, a Development Officer 4, and two Senior Community Development Analysts. |
| (982,480) | 0.00 | (982,480) | 0.00 | General Fund | This reflects a reduction to the department's budget. This eliminates leveraged support for the African American Chamber of Commerce, the CDC Association of Greater Cincinnati, CincyTech, Cintrifuse, the Film Commission, Hillman Accelerator, MORTAR, and the Regional Economic Development Initiative (REDI). |



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Growing Economic Opportunity

1) Grow Jobs

Description: The creation, attraction and retention of quality jobs is the highest priority of the Department of Community and Economic Development.

Key Steps/Progress Milestones:

- Identification of new job creation opportunities through proactive business engagement, in-person visitation, and response to opportunities brought to the Department.
- Retention of existing jobs within the City. Leverage property tax incentives and payroll incentives as approved by City Council to facilitate existing business expansion, new headquarters selection and small business attraction.

Fund(s) : N/A

Performance Indicator(s):

- Jobs Created
- Jobs Retained

2) Facilitate Investment

Description: Eliminating barriers to real estate and property investment in the City of Cincinnati is a primary focus of the Department of Community and Economic Development. Whether the construction of new infill development, the renovation of historic buildings, or the update of commercial or industrial property, business investment brings jobs, eliminates vacancy and blight, reduces crime, and increases the vibrancy of our neighborhoods.

Key Steps/Progress Milestones:

- Identification of new business and real estate investment opportunities through professional staff response to opportunities brought to the Department.
- Technical advice and business facilitation activities related to helping large and small businesses, both existing and new to the city, with understanding the framework of investment related to economic development incentives, permitting, zoning, water, sewer, and political approval processes.
- Facilitate real estate development opportunities that also lessen the burdens of City land ownership. Improve RFP and Property dashboards and enable external parties to explore potential opportunities on City-owned land. Proactively evaluate City properties for RFP, develop and release RFPs to wide distribution network, undertake processes necessary for recommendation to City Manager and presentation to City Council.

**Fund(s) :** N/A**Performance Indicator(s):**

- Projects Assisted
- Total Investment
- Leverage - Cash (\$ Public Cash / TPC)
- RFP Dashboard
- Property Dashboard
- # of RFPs issued
- # Sale agreements passed by Council

Thriving Neighborhoods**1) Promote diverse range of housing opportunities**

Description: The Department of Community and Economic Development provides a variety of various incentives, subsidies, and programs aimed at supporting housing development for residents and families to across the spectrum of housing typologies.

Key Steps/Progress Milestones:

- Release of 1-2 Notice of Funding Available (NOFAs). Through the release and competitive review of the NOFAs, recommending investment in projects that promote thriving and healthy neighborhoods through diverse housing options.
- Target 80% of NOFA funding for projects designated as affordable.
- Leveraging incremental property based real estate incentives, maximize the creation of new housing with minimal or no impact to the City budget. Increase housing density in the City. Facilitate and incentivize vacant building renovation and infill new construction.
- Collaborate with the Health Department to manage the implementation of the HUD Lead Grant.
- Increase homeownership among low-income through implementation of the American Dream Downpayment Initiative (ADDI).

Fund(s): N/A**Performance Indicator(s):**



- Housing Units Created
- Affordable Housing Units
- Single Family Homes (# residential CRAs completed)
- Lead Grant (# properties completed)

2) Business District Improvement

Description: DCED recognizes the impact of healthy business districts in stabilizing neighborhoods and contributing to neighborhood vitality. To further this goal, DCED manages Council-funded grants and other dollars allocated for specific projects in the City. Such projects may include the Masonic Lodge project, the acquisition of the former Mercy Health site in Westwood, or the acquisition of property in Pleasant Ridge, among others.

DCED also administers the annual Neighborhood Business District Improvement Program (NBDIP). NBDIP allocates annual funding for improvement projects that attract and retain small businesses in Cincinnati neighborhood business districts.

The NBDIP program can directly benefit a business district through projects such as business district parking, façade improvements, or building renovations. It can also provide indirect benefits by funding streetscapes or wayfinding signage to make the district more appealing to customers and residents.

Key Steps/Progress Milestones:

- Execute funding agreements for neighborhood development entities to complete acquisition or improvement projects
- Release of NBDIP funding pre-application and application. Through the release, competitive review, technical advice and facilitation, recommend investment in projects that promote success and vibrancy in neighborhood business districts.

Fund(s): Annually allocated by Council

Performance Indicator(s):

- Capital Projects (#)
- NBDIP Projects (#)
- NBDIP Funds (% complete)



Efficient Service Delivery

1) Efficient and Effective Project Management

Description: The Department of Community and Economic Development relies on an overbuilt and expensive software solution for managing and tracking projects and other Department activities. This new Priority for FY20 is born of a need to meet DCED's demanding requirements more effectively and efficiently.

Key Steps/Progress Milestones:

Working with OPDA over the coming year, DCED endeavors to design in-house, in collaboration with OPDA, a new software solution(s) to better equip staff for successfully managing their daily workflow and responsibilities.

Fund(s): N/A

Performance Indicator(s):

- New, In-House Project Management Software practices Implementation
- Annual reporting Automation Information

Fiscal Sustainability

1) Contract Management

Description: The Department of Community and Economic Development is charged with managing and monitoring a variety of legal agreements related to Department activities. These agreements vary in nature, complexity of negotiated obligations, and in term (generally from less than a year to more than 30 years in length).

Documents may include: Development Agreements, Funding Agreements, Commercial Community Reinvestment Area Agreements, Job Creation Tax Credit Agreements, Loan Agreements, Lease Agreements, and service contracts, among others. In addition, DCED is tasked with implementing and monitoring general fund services contracts as directed by City Council.

Key Steps/Progress Milestones:

- Negotiate and execute General Fund and capital projects as funded by City Council.
- Administer federal grant recipient processes, including public participation, program development pursuant to City Council direction, and regular reporting of financial and programmatic status.
- On an ongoing basis, manage General Fund and federal program contracts, including federal reporting requirements, as appropriated by City Council.



- On an ongoing basis, monitor active development incentives including Tax Increment Financing, Commercial Reinvestment Area, Job Creation Tax Credits and Lease Agreements entered into by the Department of Community and Economic Development.
- As necessary, take action with agreements and contracts found to be in default or out of compliance.

Fund(s): N/A

Performance Indicator(s):

- Funding Contract Managed(# Contracts)
- Funding Contracts in Compliance(% Compliant)
- Development Incentives Monitored(# Contracts)
- Development Incentives in Compliance(% Compliant)
- Federal Funds contracted (Contractor or Subrecipient) (# Contracts or Dollar Value)
- Distribution of Funds per Program
- Distribution by Accomplishment or National Objective



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Economic Inclusion

The mission of the Department of Economic Inclusion is to ensure economic opportunity and inclusion for all citizens seeking to do business with the City of Cincinnati and serve as a catalyst for the growth of minority-and women-owned businesses in the City and throughout the region.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 669,850 | 657,020 | 568,380 | (88,640) | 582,140 |
| Employee Benefits | 219,820 | 229,100 | 170,330 | (58,770) | 176,850 |
| Non-Personnel | 229,200 | 83,770 | 87,620 | 3,850 | 93,790 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,118,870 | 969,890 | 826,330 | (143,560) | 852,780 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 229,030 | 236,350 | 256,600 | 20,250 | 261,260 |
| Employee Benefits | 72,260 | 79,020 | 88,640 | 9,620 | 90,720 |
| Non-Personnel | 12,990 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 314,280 | 315,370 | 345,240 | 29,870 | 351,980 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 1,433,150 | 1,285,260 | 1,171,570 | (113,690) | 1,204,760 |
| Consolidated Plan Projects (CDBG) | 41,190 | 41,190 | 0 | (41,190) | 0 |
| Department Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 12.00 | 12.00 | 11.00 | (1.00) | 11.00 |

Departmental Budgets

Economic Inclusion



Department Agencies

1. Economic Inclusion

Agency Summaries

Agency 1: Economic Inclusion

Description: The Department of Economic Inclusion promotes economic opportunity and inclusion for those seeking to do business with the City and serves as a catalyst for the growth of minority-and women-owned businesses in the City and throughout the region.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 669,850 | 657,020 | 568,380 | (88,640) | 582,140 |
| Employee Benefits | 219,820 | 229,100 | 170,330 | (58,770) | 176,850 |
| Non-Personnel | 229,200 | 83,770 | 87,620 | 3,850 | 93,790 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,118,870 | 969,890 | 826,330 | (143,560) | 852,780 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 229,030 | 236,350 | 256,600 | 20,250 | 261,260 |
| Employee Benefits | 72,260 | 79,020 | 88,640 | 9,620 | 90,720 |
| Non-Personnel | 12,990 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 314,280 | 315,370 | 345,240 | 29,870 | 351,980 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 1,433,150 | 1,285,260 | 1,171,570 | (113,690) | 1,204,760 |
| Consolidated Plan Projects (CDBG) | 41,190 | 41,190 | 0 | (41,190) | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 12.00 | 12.00 | 11.00 | (1.00) | 11.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|---|
| 130,710 | 0.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases in addition to various non-personnel increases. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Description | |
|-----------|--------|-----------|--------|---------------------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (202,250) | (2.00) | (210,590) | (2.00) | General Fund | This reflects a reduction to the department's budget. This will result in the elimination of a filled Deputy Director position and transfers a vacant Administrative Technician position to the Income Tax-Infrastructure Fund. |
| 70,220 | 1.00 | 72,620 | 1.00 | Income Tax-Infrastructure | |



One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|---------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (53,500) | 0.00 | (53,500) | 0.00 | General Fund | This reflects a reduction to the department's budget. This will reduce the non-personnel budget of the department. |
| (58,880) | 0.00 | (58,880) | 0.00 | Income Tax-Infrastructure | |



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Growing Economic Opportunity

1) Significant, Meaningful Progress Towards Certifying All Eligible Firms in Hamilton County

Description: The goal of the certification program is to populate the City's certification database to facilitate the implementation of the M/W/BE requirements of Chapter 323 and Chapter 324 in the Cincinnati Municipal Code. Continuing to increase the number of certified firms, especially women owned firms, expands the City's directory and allows a larger pool of competition among our M/W/SBE firms.

Key Steps/Progress Milestones:

- Continue monitoring and tracking certification against FY 2016, FY 2017 and FY 2018 activity
- Continue to produce quarterly reports for vendor certification
- Take meaningful steps in FY 2020 to operationalize Sec. 323-19- SLBE/ELBE Sheltered Market Program.

Performance Indicator(s):

- Number of Firms certified
- Number of certifications provided to each firm
- Identify specific contracts with a value of \$250,000 or less for award to an SLBE and \$50,000 or less with an ELBE with the City Purchasing Agent and a contracting agency. If feasible, allow for bidding or response exclusively by SLBEs and ELBEs.

2) Implement Award Tracking of MBE and WBE Utilization

Description: Failed attempts to create a B2GNow generated award report led DEI to work with the Office of Performance and Data Analytics to create a working award report function that will accurately capture MBE and WBE Utilization in accordance with Chapter 324 of the CMC. The report was completed at the end of calendar year 2018 and will be implemented for tracking in calendar year 2019.

This report will capture data from the City Manager's Procurement Review Team for award to a particular vendor in accordance with Administrative Regulation #62, and on which MBE and WBE subcontracting goals have been set or for which prime awards have been made to an MBE or WBE or both.

Key Steps/Progress Milestones:

- Currently DEI is tracking and award using various sources which included CFS, B2GNow and Excel. Next Steps are as follows:
- Complete report set up
- Begin data input
- Monitor and track



- Make improvements along the way

Performance Indicator(s):

- Awards properly tracked through new reporting

2) Continue to Increase MBE and WBE Utilization on City Contracts

Description: DEI's goal is to increase the amount of city contract/subcontract dollars to minority and women owned firms. The City's established annual program goals are 17%MBE and 10%WBE. While these percentages are not meant to serve as quotas, and they are in place to aid in the City's evaluation of the effectiveness of the MBE and WBE programs and can be used to identify areas of opportunity or program modification

Key Steps/Progress Milestones:

- Track award and spend to MBE/WBE firms using various sources which include CFS, B2GNow and Excel.
- Distribute quarterly reports to the City Manager and City Council regarding program status.

Performance Indicator(s):

- Tracking of eligible awards within the MBE/WBE Program
- MBE and WBE percentage of contract award (of those awards that are MBE/WBE goal eligible
- Tracking of MBE/WBE spend

Growing Economic Opportunity

1) Partner and Collaboration with Organizations

Description: Capacity building is a large component of any M/W/SBE program. DEI will continue to make a concerted effort to partner and collaborate with organizations that provide capacity building and technical support. DEI at this time is not able to fund these organizations for this effort, but can work with these organizations to enhance our Business Training Center classes.

Key Steps/Progress Milestones:

Success will continue to be measured and tracked based upon offerings in the Business Training Center and also the number of collaboration events held throughout the year that DEI regularly leads and/or participates in.

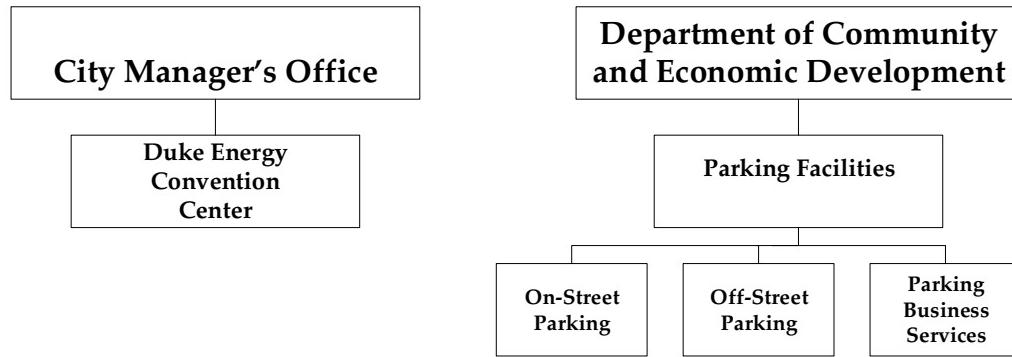
Performance Indicator(s):

Surveys from course and event participants



Enterprise Services

The mission of the Department of Enterprise Services is to contribute to the economic growth and stability of Cincinnati by providing a premier convention center facility and professional management of the City's parking assets.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 2,341,000 | 2,404,190 | 2,166,210 | (237,980) | 2,202,160 |
| Employee Benefits | 969,920 | 1,067,650 | 902,500 | (165,150) | 929,500 |
| Non-Personnel | 14,317,160 | 14,739,860 | 15,289,540 | 549,680 | 15,011,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 2,316,650 | 2,317,540 | 2,423,030 | 105,490 | 2,290,880 |
| Operating Total | 19,944,730 | 20,529,240 | 20,781,280 | 252,040 | 20,434,480 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 19,944,730 | 20,529,240 | 20,781,280 | 252,040 | 20,434,480 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 19,879,360 | 19,638,970 | 21,449,460 | 1,810,490 | 21,683,410 |
| Total Full-time Equivalent Positions | 49.92 | 49.91 | 39.38 | (10.53) | 39.38 |

Departmental Budgets

Enterprise Services



Department Agencies

1. Duke Energy Center
2. Parking Facilities

Agency Summaries

Agency 1: Duke Energy Center

Description: The Duke Energy Convention Center program oversees the management agreement between Global Spectrum, LP and the City of Cincinnati.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 105,130 | 124,260 | 118,500 | (5,760) | 118,500 |
| Employee Benefits | 46,040 | 54,150 | 50,440 | (3,710) | 50,440 |
| Non-Personnel | 8,393,470 | 8,707,570 | 8,838,550 | 130,980 | 8,839,470 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 402,290 | 388,960 | 329,660 | (59,300) | 222,010 |
| Operating Total | 8,946,930 | 9,274,940 | 9,337,150 | 62,210 | 9,230,420 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 8,946,930 | 9,274,940 | 9,337,150 | 62,210 | 9,230,420 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 9,054,860 | 8,714,470 | 9,027,960 | 313,490 | 8,956,910 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|---|
| 27,780 | 0.00 | All Funds | This agency reflects a Convention Center Fund increase due to increases in management services which are partially offset by a reduction in debt service payments. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|---------|------|---------|------|-------------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| 34,430 | 0.00 | 0 | 0.00 | Convention Center | This increase represents additional expert services funding based on the upcoming event schedule. |



Agency 2: Parking Facilities

Description: The Parking Facilities agency is responsible for the administration, enforcement, operation, management and maintenance of on-street parking and off-street parking.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 2,235,870 | 2,279,930 | 2,047,710 | (232,220) | 2,083,660 |
| Employee Benefits | 923,880 | 1,013,500 | 852,060 | (161,440) | 879,060 |
| Non-Personnel | 5,923,690 | 6,032,290 | 6,450,990 | 418,700 | 6,172,470 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 1,914,360 | 1,928,580 | 2,093,370 | 164,790 | 2,068,870 |
| Operating Total | 10,997,800 | 11,254,300 | 11,444,130 | 189,830 | 11,204,060 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 10,997,800 | 11,254,300 | 11,444,130 | 189,830 | 11,204,060 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 10,824,500 | 10,924,500 | 12,421,500 | 1,497,000 | 12,726,500 |
| Total Full-time Equivalent Positions | 49.92 | 49.91 | 39.38 | (10.53) | 39.38 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|---------|-----------|--|
| (390,170) | (10.53) | All Funds | This agency reflects an all funds decrease due to organizational restructuring and the elimination of vacant positions which is partially offset by an increase in expert services. The change in FTE is due to the elimination of vacant positions. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|-----------|------|---------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (250,000) | 0.00 | (575,000) | 0.00 | Parking Meter | This reflects a reduction to the department's budget. This reduces available resources for contractual services related to parking meter operations as well as citation payment collection and adjudication. |
| 1,000,000 | 0.00 | 1,000,000 | 0.00 | Parking System Facilities | This increase represents debt service costs associated with the U-Square Garage. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|-----------|------|---------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (170,000) | 0.00 | (170,000) | 0.00 | Parking Meter | This reflects a reduction to the department's budget. This reduction holds three unfilled part-time Parking Enforcement Officers vacant. |

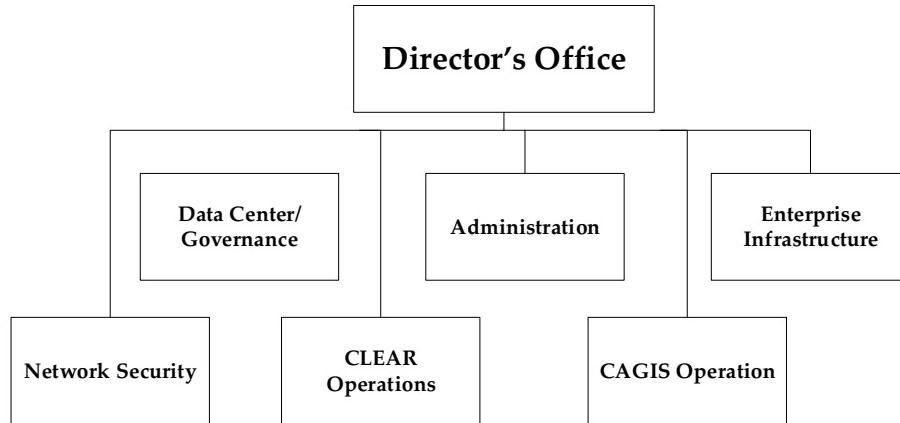


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Enterprise Technology Solutions

The mission of Enterprise Technology Solutions (ETS) is to ensure the availability of citywide technology applications and infrastructures and enable the procurement and implementation of innovative, secure, and cost effective technology and business solutions through collaborative partnerships with all City departments, inclusive governance, and effective security policy administration.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 3,786,060 | 4,183,190 | 4,286,770 | 103,580 | 4,514,370 |
| Employee Benefits | 1,173,850 | 1,221,100 | 1,410,540 | 189,440 | 1,499,290 |
| Non-Personnel | 584,080 | 1,022,270 | 586,940 | (435,330) | 594,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 5,543,990 | 6,426,560 | 6,284,250 | (142,310) | 6,608,600 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 3,931,380 | 3,272,390 | 3,323,790 | 51,400 | 3,396,070 |
| Employee Benefits | 1,144,860 | 1,044,360 | 1,046,350 | 1,990 | 1,076,090 |
| Non-Personnel | 6,022,930 | 6,534,930 | 6,522,890 | (12,040) | 6,588,890 |
| Properties | 300,000 | 0 | 75,000 | 75,000 | 75,000 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 11,399,170 | 10,851,680 | 10,968,030 | 116,350 | 11,136,050 |
| Internal Service Funds | 4,215,610 | 4,601,010 | 4,718,390 | 117,380 | 4,411,810 |
| Total | 21,158,770 | 21,879,250 | 21,970,670 | 91,420 | 22,156,460 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 130 | 78,000 | 15,392,950 | 15,314,950 | 15,555,470 |
| Total Full-time Equivalent Positions | 88.55 | 95.80 | 96.80 | 1.00 | 96.80 |



Department Agencies

1. Enterprise Technology Solutions
2. CAGIS
3. CLEAR

Agency Summaries

Agency 1: Enterprise Technology Solutions

Description: Enterprise Technology Solutions provides information technology solutions including consulting, implementation, and support services for enterprise business systems and the City's data, radio, and telephone communications networks.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 3,786,060 | 4,183,190 | 4,286,770 | 103,580 | 4,514,370 |
| Employee Benefits | 1,173,850 | 1,221,100 | 1,410,540 | 189,440 | 1,499,290 |
| Non-Personnel | 584,080 | 1,022,270 | 586,940 | (435,330) | 594,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 5,543,990 | 6,426,560 | 6,284,250 | (142,310) | 6,608,600 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 3,931,380 | 0 | 0 | 0 | 0 |
| Employee Benefits | 1,144,860 | 0 | 0 | 0 | 0 |
| Non-Personnel | 6,022,930 | 405,390 | 409,440 | 4,050 | 413,540 |
| Properties | 300,000 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 11,399,170 | 405,390 | 409,440 | 4,050 | 413,540 |
| Internal Service Funds | 4,215,610 | 4,601,010 | 4,718,390 | 117,380 | 4,411,810 |
| Total | 21,158,770 | 11,432,960 | 11,412,080 | (20,880) | 11,433,950 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 130 | 78,000 | 5,713,640 | 5,635,640 | 5,723,940 |
| Total Full-time Equivalent Positions | 88.55 | 63.80 | 64.80 | 1.00 | 64.80 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|---|
| 432,990 | 3.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. The change in FTE is due to the addition of positions in FY 2019. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Description | |
|---------|------|---------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (4,590) | 0.00 | (4,590) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction eliminates tuition reimbursement. |



On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (308,230) | (3.00) | (315,300) | (3.00) | General Fund | This reflects a reduction to the department's budget. This reduction will result in the elimination of three vacant positions (a Senior Computer Programmer/Analyst, a Supervising Management Analyst, and a Telecommunications Specialist 2). |
| 0 | 1.00 | 0 | 1.00 | General Fund | This represents the transfer of a Graphic Designer position to the department which is offset by reimbursements. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|---------|------|---------------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (258,430) | 0.00 | 0 | 0.00 | General Fund | This reflects a reduction to the department's budget. This will increase reimbursements from the Enterprise Technology Solutions Fund to the General Fund. |
| 258,430 | 0.00 | 0 | 0.00 | Enterprise Technology Solutions | |

Departmental Budgets

Enterprise Technology Solutions



Agency 2: CAGIS A small blue lightbulb icon with yellow rays emanating from it.

Description: The Cincinnati Area Geographic Information System represents a computerized, information sharing system that enables the fundamental transformation of government and utility service management and delivery through the use of geographic information.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 1,821,390 | 1,836,490 | 15,100 | 1,877,710 |
| Employee Benefits | 0 | 639,500 | 605,710 | (33,790) | 623,010 |
| Non-Personnel | 0 | 2,900,330 | 2,854,340 | (45,990) | 2,883,630 |
| Properties | 0 | 0 | 75,000 | 75,000 | 75,000 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 5,361,220 | 5,371,540 | 10,320 | 5,459,350 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 5,361,220 | 5,371,540 | 10,320 | 5,459,350 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 4,491,030 | 4,491,030 | 4,568,370 |
| Total Full-time Equivalent Positions | 0.00 | 18.00 | 18.00 | 0.00 | 18.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|--|
| 10,320 | 0.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. There is no change in FTE. |



Agency 3: CLEAR 

Description: To provide a computerized police information system for all Hamilton County law enforcement agencies. This program is funded entirely by a levy assessed to all Hamilton County property owners.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 1,451,000 | 1,487,300 | 36,300 | 1,518,360 |
| Employee Benefits | 0 | 404,860 | 440,640 | 35,780 | 453,080 |
| Non-Personnel | 0 | 3,229,210 | 3,259,110 | 29,900 | 3,291,720 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 5,085,070 | 5,187,050 | 101,980 | 5,263,160 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 5,085,070 | 5,187,050 | 101,980 | 5,263,160 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 5,188,280 | 5,188,280 | 5,263,160 |
| Total Full-time Equivalent Positions | 0.00 | 14.00 | 14.00 | 0.00 | 14.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|--|
| 101,980 | 0.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. There is no change in FTE. |



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Safety

1) 800 Mhz Radio System Monitoring

Description: The backbone of the 800 MHz radio system includes 10 radio towers which are linked together and to the State of Ohio MARCS system through a microwave network. This microwave network system is approximately 15 years old and will go out of support in 2020. The replacement system must be implemented in a way that minimizes disruption to emergency communications. The estimated cost of replacement is \$2.8 Million (\$2 Million has already been allocated). With the redeployment of the Radio System Manager to the Emergency Communications Center, ETS lacks a project manager that can be dedicated to implement the upgrade.

Key Steps/Progress Milestones:

- PHASE I
 - Fill FTE vacancy
 - Perform lease vs. own analysis
 - Acquire remaining \$800,000 in Capital funding.
- PHASE II
 - Implementation Plan pending lease vs. own analysis

Fund(s): ETS CIP - \$2,000,000 approved, \$800,000 pending

Performance Indicator(s):

- Fill FTE Vacancy-06/30/2019
- Develop RFP Specifications (City Staff, professional services may also be retained for this task)-09/30/2019
- Issue RFP (City staff)-11/30/2019
- Bid Selection – Selection to be made based on cost and most advantageous to the City (own, lease to own, leased service)-01/31/2020
- Project Kick-Off – City staff, selected vendor, professional services project manager if applicable)-05/30/2020
- Project Completion-12/31/2020



Efficient Service Delivery

1) Cincinnati Financial System (CFS) Upgrade

Description: Upgrade the City's Financial System. The upgrade will keep the city consistent with a proper and fully supported version of the software. This upgrade will require collaboration and input from multiple agencies such as: Accounts and Audits (Accounts payable, budget tables, etc.); Purchasing (Accounts Payable, Vendor Self Service, etc.); and Treasury (Accounts Receivable, etc.)

Key Steps/Progress Milestones:

- Develop Deliverables
- Confirm Desired Upgrade Version
- Complete Statement of Work

Fund(s): Approved Capital funding in the amount of \$700,000

Performance Indicator(s):

- Statement of Work Completed (CGI)-05/30/2019
- Develop and Install 3.11 Application - (CGI develops and installs in their own test environment for testing. It is later installed in the City's test environment for our evaluation)-10/31/2019
- User Testing, Patching and Mods – City identifies issues, CGI provides patches. Both can do some modifications to meet City needs - 03/31/2020
- Go Live, Training, Support – CGI provides training (train the trainers), system goes live. - 4/30/2020
- Post Implementation Support – City identifies issues and notifies CGI who can then provide solutions-7/31/2020

2) Disaster Recovery

Description: Implement Disaster Recovery for the City's enterprise business systems located in the Centennial and City Hall Data Centers PHASE I.

Key Steps/Progress Milestones:

- PHASE I

Identify Design / Equipment (completed)



Order Equipment (completed)

Fiber Buildout (completed)

Draft agreements (completed, enroute for signatures)

Install Equipment

Test

- PHASE II

Develop Written Plan

Exercise Plan

Fund(s): Approved ETS Capital funding

Performance Indicator(s):

- Install Duplicate equipment at remote Data Center (ETS Network Services, Datacenter Team, and Dell)-7/31/19
- Fiber path built to Oarnet (Oarnet refers to the State of Ohio's data center. Jacobs Engineering installs path)-7/31/19
- Test equipment and have it operational (ETS Datacenter Team)-8/31/19
- Draft Disaster Recovery Plan-12/31/19
- Test, Update, Establish Disaster Recovery Plan-06/30/20

3) Metropolitan Area Business Network Upgrade (Phase 1)

Description: Upgrade the City's Metropolitan Area Network (MAN). The main portion of the MAN is a fiber ring and associated electronics throughout the City which connects outlying facilities to central systems. Facilities not directly connected in the ring path have City-owned or commercial lines connecting them to the ring. This is a significant "mega project" to replace a sizeable amount of "core" and "edge" electronics and equipment that make up the City's privately owned MAN.

Key Steps/Progress Milestones:

- Design and Configuration Discussions



- Order Equipment
- Statement of Work for Implementation Services
- Internet Contract / Law Dept.
- Establish Fiber Paths
- Install Equipment
- Test
- Cutover from legacy network to new network

Fund(s): Already approved ETS Capital funding

Performance Indicator(s):

- Fiber circuit completion (ETS Telecom Staff)-7/31/19
- Sites Complete (ETS Network Services, Telecom Staff, and CFM Staff)-8/31/19
- Core Standing (ETS Network Services and Telecom Staff)-8/31/19
- Design and configuration collaboration (ETS Network Services and Cisco)-8/31/19
- Fiber run to Cyrus one (Cincinnati Bell) for Oarnet Connection (Jacobs Engineering)-TBD

Fiscal Sustainability

1) PC Lifecycle Replacement

Description: Microsoft has provided support for Windows 7 for the past 9 years and has now decided to invest their time and effort toward supporting newer technologies in an effort to deliver a new computing experience to their customers.

As a result of this initiative, Microsoft will no longer offer technical assistance and support (i.e., automatic updates to help protect your PC) for Windows 7 after January 14, 2020.

While the PC's and laptops running Windows 7 may continue to work, they will become more vulnerable to security threats like viruses and malicious software, threatening the vitality of the City's network (i.e., the communication line for all City PC's, laptops, and servers). Upgrades are crucial to help protect the City's network and data.

Replacing all existing Windows 7 PCs would cost over \$1.1 Million therefore, Windows 7 systems that meet or exceed the minimum requirements to run Windows 10 will be upgraded. Systems that fail to meet such requirements and are likely at the end of their useful life will be replaced with a new system.



Key Steps/Progress Milestones:

- Assess Need
- Buy Equipment
- Image equipment (Windows 10, Office365, Adobe Reader, Symantek Endpoint, KACE Agent)
- Issue equipment
- Install and finish configuration to customer needs.

Fund(s): \$97,000 in Capital funding already Appropriated, \$500,000 in Capital Recommended for 2020, surplus funding in individual Agency budgets.

Performance Indicator(s):

Identify Need-4/30/19

- City staff will determine number of PCs needed-4/30/19
- City staff will determine number of licenses needed-4/30/19

Purchase Computers/Upgrade Licenses-7/30/19

- Order computers using Dell contract-7/30/19
- Order upgrade licenses using Dell contract-7/30/19

Deploy Computers/Upgrade Licenses-1/14/20

- Use K2000 to apply standard image to PCs-10/1/19
- Deliver PCs to departments-12/1/19

1) IT Service Delivery

Description: Conduct an analysis and develop a recommendation for improving the delivery of IT Services throughout the City in all City Departments. The analysis and recommendation should include a review of Staffing Levels, Budgets, IT Governance, IT Security, Organizational IT Models, and Procurement. Tools, including iLabs or other OPDA data will be used as part of the analysis.

Key Steps / Progress Milestones:

- Review ETS Staffing and organizational structure
- Review Enterprise Departments IT Staffing and organizational structures



- Review all IT Budgets & Expenditures ETS / All Departments
- Evaluate IT Governance Process

Performance Indicators(s):

- Q3 2019 Refine deliverables with Administration
- Q4 2019 One on one meetings with all City Departments / Identify Budgets / Staff
- Q1 2020 Identify / Discuss Opportunities
- Q2 2020 Present Findings for FY21 Implementation

Cincinnati Area Geographic Information System (CAGIS)

Efficient Service Delivery

1) CAGIS EDGE: Continue to Plan & Implement Upgrade of the CAGIS Consortium PermitsPlus Enterprise Land Management Business System

Description: CAGIS EDGE: Enterprise Land Management Business system – currently referred to as Accela PermitsPlus - includes Permitting, Licensing, Code Enforcement, Inspections, etc. There are hundreds of business workflows operational within this platform, utilized by over 550 users daily and supports the daily operations of over 20 Cincinnati and County agencies. This platform needs to be upgraded to the new version called Accela Automation. CAGIS is implementing a strategically focused methodology for migration planning as phase 1 of the overall migration project. This is a multi-year, multi-agency implementation with significant progress made in FY19 with RFP Documents delivered to Cincinnati and Hamilton County Building departments and go-live of the new platform with the most complex workflow - Elevator Annual Certificate/Inspection Program as well as "Annual Dance Hall Licensing" program. Once the Cincinnati and Hamilton County Building departments select a vendor through the RFP process, Implementation of their migration of the will be a key focus for FY20.

Key Steps/Progress Milestones:

- CAGIS will act as the coordinating project manager between the selected implementation vendor/consultant and the Cincinnati and Hamilton County Building departments for the implementation of all workflows in the scope of the RFP.
- Successful delivery of each permit automation workflow per project schedule (currently at around total 60 aggregated and distinct workflows).
- User training sessions - public and internal.



Fund(s): Cincinnati Buildings: \$1,500,000, County Buildings: \$1,650,000

Performance Indicator(s):

- Each workflow implemented in CAGIS Edge

2) GIS New Technology: Continue Implementation for business end users

Description: CAGIS GIS is a key backbone platform for Land process management, integration and coordination of services among agencies. CAGIS is continuing the upgrade and enhancement of GIS technologies. Priority for FY20 will be continued implementation of new technologies for business end users.

Key Steps/Progress Milestones:

- Comprehensive Department of Transportation & Engineering (DOTE) Asset Inventory - Phase 3.
- Enhancements of CAGIS Gen8 – Version 2 desktop GIS.
- Enhancements of CAGIS Map portal-Version 2 for online GIS

Fund(s): CAGIS Consortium Operating and Capital

Performance Indicator(s):

- Number of GIS Layers created and apps developed for DOTe
- Functionalities added to Gen8
- Functionalities added to CAGIS Map Portal

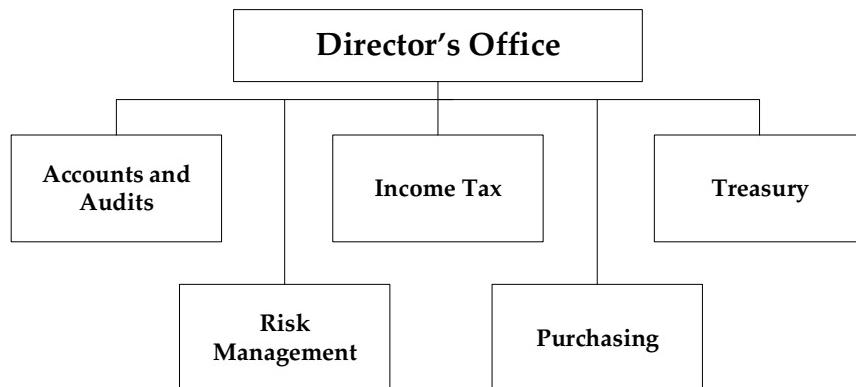


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Finance

The mission of the Finance Department is to serve as a strong steward of public financial resources, contribute to the financial strength of the City, and provide quality financial services to customers. This mission is accomplished through the functions and duties of: the Office of the Director, Accounts & Audits, City Treasury, Income Tax, Purchasing, and Risk Management.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|------------------------------|------------------------------|------------------------------|-------------------------------------|------------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 4,564,070 | 4,580,460 | 4,753,500 | 173,040 | 4,840,030 |
| Employee Benefits | 1,580,480 | 1,569,300 | 1,598,970 | 29,670 | 1,632,720 |
| Non-Personnel | 1,207,240 | 1,014,980 | 966,200 | (48,780) | 1,015,270 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 7,351,790 | 7,164,740 | 7,318,670 | 153,930 | 7,488,020 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 823,630 | 780,450 | 945,870 | 165,420 | 970,180 |
| Employee Benefits | 270,770 | 295,150 | 323,010 | 27,860 | 332,800 |
| Non-Personnel | 3,825,880 | 3,826,720 | 3,958,070 | 131,350 | 3,965,000 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 113,350,650 | 121,400,000 | 125,429,340 | 4,029,340 | 183,102,150 |
| Operating Total | 118,270,930 | 126,302,320 | 130,656,290 | 4,353,970 | 188,370,130 |
| Internal Service Funds | 4,268,000 | 4,586,010 | 3,270,750 | (1,315,260) | 3,333,230 |
| Total | 129,890,720 | 138,053,070 | 141,245,710 | 3,192,640 | 199,191,380 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 328,694,650 | 331,556,720 | 394,618,140 | 63,061,420 | 469,779,710 |
| Total Full-time Equivalent Positions | 105.75 | 104.56 | 103.80 | (0.76) | 103.80 |

Departmental Budgets

Finance



Department Agencies

1. Office of The Director
2. Accounts and Audits
3. Treasury
4. Risk Management
5. Income Tax
6. Purchasing

Agency Summaries

Agency 1: Office of The Director

Description: Consists of the Finance Director, Assistant Finance Director, and an Administrative Specialist.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 299,800 | 304,400 | 258,050 | (46,350) | 264,390 |
| Employee Benefits | 57,420 | 66,820 | 74,180 | 7,360 | 76,730 |
| Non-Personnel | 23,950 | 23,160 | 72,960 | 49,800 | 73,100 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 381,170 | 394,380 | 405,190 | 10,810 | 414,220 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 70,490 | 55,120 | 88,790 | 33,670 | 90,560 |
| Employee Benefits | 13,820 | 18,420 | 28,110 | 9,690 | 28,670 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 84,310 | 73,540 | 116,900 | 43,360 | 119,230 |
| Internal Service Funds | 12,620 | 10,720 | 17,900 | 7,180 | 18,040 |
| Total | 478,100 | 478,640 | 539,990 | 61,350 | 551,490 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 3.00 | 3.00 | 3.00 | 0.00 | 3.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|--|
| 116,570 | 0.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases and expert services increases. There is no change in FTE. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | Description | |
|----------|------|----------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | Description |
| (59,900) | 0.00 | (59,900) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction represents savings from staff time being billed to other funds. |



One-Time Significant Agency Changes

| FY 2020 | | | FY 2021 | | | Description |
|---------|------|---------|---------|--------------|--|--|
| Budget | FTE | Budget | FTE | Fund | | |
| (2,500) | 0.00 | (2,500) | 0.00 | General Fund | | This reflects a reduction to the department's budget. This reduction will reduce non-personnel expenses such as subscriptions, travel, training, contractual services, and office machinery. |

Departmental Budgets

Finance



Agency 2: Accounts and Audits

Description: Prepares revenue estimates, financial analyses, and the City's annual report. Reconciles employee deductions and tax deposits, and property tax revenue. Processes biweekly payroll for approximately 6,500 employees, and implements government regulations.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,108,340 | 1,087,310 | 1,067,570 | (19,740) | 1,090,600 |
| Employee Benefits | 378,000 | 382,590 | 381,190 | (1,400) | 379,800 |
| Non-Personnel | 159,460 | 91,440 | 48,680 | (42,760) | 49,530 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,645,800 | 1,561,340 | 1,497,440 | (63,900) | 1,519,930 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 308,540 | 312,310 | 289,100 | (23,210) | 298,840 |
| Employee Benefits | 118,370 | 110,730 | 102,490 | (8,240) | 106,060 |
| Non-Personnel | 425,080 | 429,120 | 437,130 | 8,010 | 441,460 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 851,990 | 852,160 | 828,720 | (23,440) | 846,360 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 2,497,790 | 2,413,500 | 2,326,160 | (87,340) |
| | | | | | 2,366,290 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 19.00 | 19.00 | 19.00 | 0.00 | 19.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|--|
| 128,090 | 0.00 | All Funds | This agency reflects an all funds increase primarily due to wage increases and employee benefits increases. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|---------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (17,500) | 0.00 | (17,500) | 0.00 | Income Tax-Infrastructure | This reflects a reduction to the department's budget. This reduction will fill a vacant Senior Accountant position at the bottom pay step of the classification. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (42,930) | 0.00 | (42,930) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction will reduce non-personnel expenses such as telephone, travel, training, and temporary services. |
| (99,030) | 0.00 | (99,030) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction holds a Senior Accountant position vacant. |
| (55,970) | 0.00 | (55,970) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction holds an Accounting Technician 1 position vacant. |

**Agency 3: Treasury**

Description: Performs cash management and banking activities, manages the City's investment portfolio, issues business permits, collects admissions taxes and transient occupancy tax, and pursues delinquent account collection. Manages general obligation debt repayment.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|--------------------|--------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 512,630 | 521,430 | 564,780 | 43,350 | 596,450 |
| Employee Benefits | 164,850 | 191,450 | 220,760 | 29,310 | 225,460 |
| Non-Personnel | 320,170 | 243,720 | 153,720 | (90,000) | 137,070 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 997,650 | 956,600 | 939,260 | (17,340) | 958,980 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 347,340 | 304,840 | 299,980 | (4,860) | 306,750 |
| Employee Benefits | 108,590 | 117,230 | 95,110 | (22,120) | 98,580 |
| Non-Personnel | 3,400,800 | 3,397,600 | 3,454,510 | 56,910 | 3,456,450 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 113,350,650 | 121,400,000 | 125,429,340 | 4,029,340 | 183,102,150 |
| Operating Total | 117,207,380 | 125,219,670 | 129,278,940 | 4,059,270 | 186,963,930 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 118,205,030 | 126,176,270 | 130,218,200 | 4,041,930 | 187,922,910 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 40,903,350 | 42,166,720 | 97,077,140 | 54,910,420 | 165,430,110 |
| Total Full-time Equivalent Positions | 12.00 | 12.00 | 12.00 | 0.00 | 12.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|------|-----------|---|
| 4,082,890 | 0.00 | All Funds | This agency reflects an all funds increase due to increases in contractual services, materials and supplies, subscriptions and debt service. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Description | |
|---------|------|---------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| 99,030 | 0.00 | 99,030 | 0.00 | General Fund | This increase represents the restoration of a Senior Accountant position in order to handle short-term rentals and admissions tax collections. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | Description | |
|-----------|------|-----------|------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (105,580) | 0.00 | (105,580) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction will reduce non-personnel expenses such as postage, collection agency fees, travel, and temporary personnel. |
| (34,410) | 0.00 | (34,410) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction holds an Accounting Technician 2 position vacant. |

Departmental Budgets

Finance



Agency 4: Risk Management

Description: Monitors the City's insurance program. Provides employee safety services to departments in field audits and training. Provides employee health services. Maintains current benefits and workers' compensation rates.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 156,870 | 157,000 | 153,670 | (3,330) | 155,050 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 156,870 | 157,000 | 153,670 | (3,330) | 155,050 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 149,350 | 149,350 | 153,120 |
| Employee Benefits | 0 | 0 | 40,430 | 40,430 | 41,540 |
| Non-Personnel | 0 | 0 | 66,430 | 66,430 | 67,090 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 256,210 | 256,210 | 261,750 |
| Internal Service Funds | 2,042,310 | 2,084,860 | 2,052,490 | (32,370) | 2,100,350 |
| Total | 2,199,180 | 2,241,860 | 2,462,370 | 220,510 | 2,517,150 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 5,710,000 | 5,710,000 | 6,391,000 | 681,000 | 6,391,000 |
| Total Full-time Equivalent Positions | 15.75 | 14.75 | 16.00 | 1.25 | 16.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|---|
| 255,350 | 1.25 | All Funds | This agency reflects an all funds increase due to increases in wages and employee benefits, contractual services, materials and supplies and fixed charges. The increase in FTE is due to the transfer of Public Employees Assistance Program (PEAP) employees. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (14,470) | 0.00 | (14,470) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction will reduce property and/or boiler and machinery insurance premiums paid out of the General Fund. |
| 12,000 | 0.00 | 12,000 | 0.00 | General Fund | This increase represents resources for National Flood Insurance coverage required by the Federal Emergency Management Agency (FEMA). |



Agency 5: Income Tax

Description: Provides taxpayer service and education, ensures taxpayer compliance with the City's tax code, pursues payment of past due tax liabilities, and processes income tax forms and payments.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,989,140 | 2,059,190 | 2,136,000 | 76,810 | 2,146,640 |
| Employee Benefits | 734,330 | 740,970 | 776,030 | 35,060 | 785,600 |
| Non-Personnel | 416,410 | 373,970 | 387,610 | 13,640 | 390,830 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 3,139,880 | 3,174,130 | 3,299,640 | 125,510 | 3,323,070 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 3,139,880 | 3,174,130 | 3,299,640 | 125,510 | 3,323,070 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 279,381,300 | 280,700,000 | 289,500,000 | 8,800,000 | 296,308,600 |
| Total Full-time Equivalent Positions | 31.00 | 30.81 | 30.80 | (0.01) | 30.80 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|--------|-----------|---|
| 218,600 | (0.01) | All Funds | This agency reflects a General Fund increase due to increases in wages and employee benefits, computer equipment, subscriptions, and software. The change in FTE is due to adjustments for part-time employees. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (93,090) | 0.00 | (93,090) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction holds a Senior Accountant position vacant. |

Departmental Budgets

Finance



Agency 6: Purchasing

Description: Performs competitive bids, reverse auctions, demolition bids, professional services proposals, procurement cards, citywide vendor registration, and record management for all City contracts. Provides printing, mail and store services to all City agencies.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 654,160 | 608,130 | 727,100 | 118,970 | 741,950 |
| Employee Benefits | 245,890 | 187,470 | 146,810 | (40,660) | 165,130 |
| Non-Personnel | 130,390 | 125,690 | 149,560 | 23,870 | 209,690 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,030,440 | 921,290 | 1,023,470 | 102,180 | 1,116,770 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 97,250 | 108,180 | 118,650 | 10,470 | 120,910 |
| Employee Benefits | 29,980 | 48,770 | 56,870 | 8,100 | 57,950 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 127,230 | 156,950 | 175,520 | 18,570 | 178,860 |
| Internal Service Funds | 2,213,060 | 2,490,430 | 1,200,360 | (1,290,070) | 1,214,840 |
| Total | 3,370,730 | 3,568,670 | 2,399,350 | (1,169,320) | 2,510,470 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 2,700,000 | 2,980,000 | 1,650,000 | (1,330,000) | 1,650,000 |
| Total Full-time Equivalent Positions | 25.00 | 25.00 | 23.00 | (2.00) | 23.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|--------|-----------|--|
| 194,780 | (1.00) | All Funds | This agency reflects an all funds increase due to increases in wages and employee benefits and a reduction in position vacancy savings. The decrease in FTE is due to the reorganization of the Printing and Stores Section. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|--------|-----------|--------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| 25,000 | 0.00 | 85,000 | 0.00 | General Fund | This increase provides resources for the implementation, maintenance, and enhancement of e-procurement systems for the Purchasing Division. |
| (99,030) | (1.00) | (102,520) | (1.00) | General Fund | This reflects a reduction to the department's budget. This reduction eliminates a vacant Senior Buyer position. |



Growing Economic Opportunities

1) Procurement Reform & Economic Inclusion

Description: Continue work of improving the City's procurement process to increase competition and economic inclusion at all levels of contracting, including leveraging greater competition for orders amongst vendors awarded multiple indefinite delivery, indefinite quantity contracts. Furthermore, continue work with Department of Economic Inclusion (DEI) on strategies that mutually preserve competition and increase the likelihood of Minority/Women Business Enterprise (M/WBE) and Small Business Enterprise (SBE) awards and participation.

Key Steps/Progress Milestones:

- Ongoing training for City departments on procurement policies and procedures
- Greater use of technologies and internal procedures that promote competition across all procurements
- Identify and reduce redundancies in City procurements to maximize economies of scale
- Improve vendor user experience by conducting training sessions for how to register and complete a bid online, including an update of the manual for vendors and enhancement of the user interface within the Vendor Self Service (VSS) system
- Increase functionality in the procurement module of the Cincinnati Financial System (CFS) to improve efficiencies, including implementation of a system upgrade
- Revise the division's solicitation documents for clarity and completeness in order to facilitate vendor engagement, understanding, and participation.

Fund(s) : General Fund \$250,000

Performance Indicator(s):

- M/W/SBE Contract Award %
- M/W/SBE Contract Award Spend
- Training sessions conducted by Purchasing
- Vendor engagement

Fiscal Sustainability

1) Bond Rating Sustainability and Enhancement

Description: Standard & Poor's maintained the City's rating at AA/Stable and Moody's maintained its rating at Aa2/Stable for FY2019. The rating was influenced by several initiatives related to strong fiscal policies



developed including the Debt Management, Investment, and Fund Stabilization policies. These policies are being monitored and reviewed to ensure compliance.

The City will secure FY 2020 credit ratings for Standard & Poor's and Moody's in advance of bond issues. Strategies are in place to continue receiving excellent credit ratings in the future. These strategies will be communicated to the elected officials to increase fund balance reserves and generate additional revenue to improve financial results.

Key Steps/Progress Milestones:

- Standard & Poor Bond Rating Report
- Moody's Bond Rating Report

Fund(s): Bond Retirement

Performance Indicator(s):

- Maintain or Improve City's Bond Rating

2) Continuous Improvement of Income Tax Revenue

Description: The Income Tax Division will continue to address the recommendations in the Income Tax Collections Process Study completed by the PFM Group. The Income Tax Division will expedite the processing of tax returns and implement a risk based compliance program. The customer service experience will be enhanced through an improved telephone answering system which is dependent on funding in the General Fund. The referral process will be streamlined to shorten the collection timeline.

Key Steps/Progress Milestones:

- The Income Tax Division anticipates a/an:
- Decrease in the audit cycle for processing current year returns.
- Increase in the number of first time filers.
- Decline in the Accounts Receivables.
- Increase in the amount of referrals to Law for legal action.

Fund(s): General Fund

Performance Indicator(s):

- Income Tax claims referred to Law
- Amount of dollars referred to Law
- Accounts receivable (\$)



- New Taxpayer Accounts

3) Financial Reporting

Description: The Financial Reporting section within the Accounts and Audits Division provide accurate and meaningful reporting on the City's financial condition which includes the City of Cincinnati's Comprehensive Annual Financial Report (CAFR). Priority 1 for the division is to maintain the excellence associated with the Government Finance Officers Association (GFOA)'s Certificate of Achievement in Financial Reporting.

The City maintained the Certificate of Achievement for Excellence in Financial Reporting for the FY 2017 Comprehensive Annual Financial Report. This award has been received for the last 39 consecutive fiscal periods. We believe the FY2018 CAFR meets all the requirements for reporting excellence and anticipate being awarded our 40th consecutive award in the near future.

Key Steps/Progress Milestones:

Continue to improve performance in junction with the Ohio State Auditor's external audit process. The CAFR completion date is 6 months after the close of the fiscal year.

The Accounts and Audits Division successfully developed milestones with the State Auditor's office which lead to a successful completion of the FY 2018 CAFR. We filed the document one week prior to the six-month target which we will attempt to improve on for the FY 2019 CAFR.

Fund(s): General Fund

Performance Indicator(s):

- Certificate of Achievement for Excellence in Financial Reporting.

4) Continued oversight of healthcare costs/trends in effort to reduce future costs

Description: Risk Management will continue to examine overall healthcare spend and trends in an effort to reduce future costs. Efforts will include new Healthcare and Pharmaceutical Benefit Manager ("PBM") contracts for City employees for implementation on 1/1/20, as well as review of possible bundled services contracts, and continued promotion of the healthy lifestyles program.

Key Steps/Progress Milestones:

- Marketing, selection, contract execution, and implementation of a new Healthcare and PBM contracts.
- Continued review of trends in order to supply means for reducing costs to the administration.

Fund(s): All Funds

Performance Indicator(s):



- New administrative fees for new / renegotiated medical and pharmacy contracts indicate a savings to the City.
- Monthly and annual reporting tracking the trend of health care costs in order to identify factors that impact rising costs.
- Quarterly and annual meetings with TPAs to review potential cost savings measures and innovative

5) Increased use of electronic funds transactions to reduce the possibility of fraud

Description: In June 2018 the City Manager approved Finance's request to mandate electronic payments for vendors. Treasury has since been working with Enterprise Technology Solutions (ETS) on remittances. Treasury will work with Procurement and Economic Inclusion to ensure that all vendors are able to accept electronic payments. The increased use of electronic funds transactions will reduce the possibility of fraud and costs.

Key Steps/Progress Milestones:

- Transition all vendors to receive electronic payments
- Increase acceptance of credit cards throughout the City agencies
- Assist Income Tax with developing method for electronic refunds
- Periodic audit of larger establishments to ensure compliance

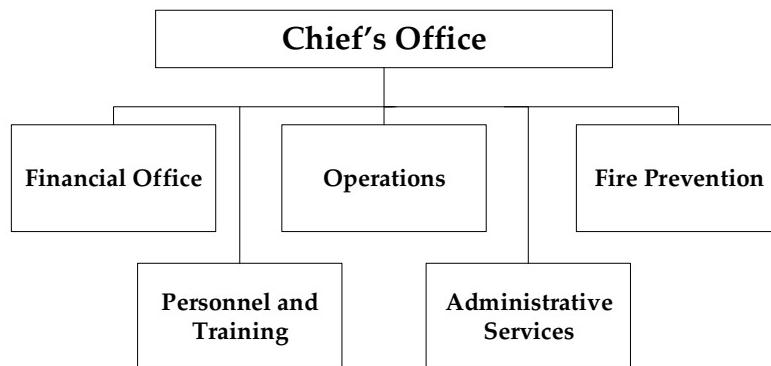
Fund(s): General Fund**Performance Indicator(s):**

- 95% of all registered vendors by 7/1/2019



Fire

The mission of the Cincinnati Fire Department is to protect lives and property, and to minimize the suffering of its customers during emergencies. The Cincinnati Fire Department strives to quickly restore normalcy to its customers' lives by responding to their needs in an expeditious manner.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|------------------------------|------------------------------|------------------------------|-------------------------------------|------------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 71,992,880 | 75,341,820 | 75,873,660 | 531,840 | 77,721,260 |
| Employee Benefits | 30,099,400 | 33,192,170 | 34,666,820 | 1,474,650 | 35,116,510 |
| Non-Personnel | 9,308,370 | 8,947,460 | 9,014,110 | 66,650 | 9,258,420 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 111,400,650 | 117,481,450 | 119,554,590 | 2,073,140 | 122,096,190 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 111,400,650 | 117,481,450 | 119,554,590 | 2,073,140 | 122,096,190 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 9,137,000 | 9,405,000 | 9,657,000 | 252,000 | 9,657,000 |
| Total Full-time Equivalent Positions | 887.00 | 908.00 | 887.00 | (21.00) | 887.00 |

Departmental Budgets

Fire



Department Agencies

1. Fire - Response
2. Fire - Support Services

Agency Summaries

Agency 1: Fire - Response

Description: This program is reactionary and provides effective fire response, emergency medical services (EMS), and other emergency response services such as hazardous materials response and specialized rescue services.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|--------------------|--------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 71,992,880 | 68,453,770 | 69,974,790 | 1,521,020 | 71,844,570 |
| Employee Benefits | 30,099,400 | 30,618,700 | 32,362,470 | 1,743,770 | 32,803,240 |
| Non-Personnel | 9,308,370 | 7,354,720 | 7,335,910 | (18,810) | 7,514,690 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 111,400,650 | 106,427,190 | 109,673,170 | 3,245,980 | 112,162,500 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 111,400,650 | 106,427,190 | 109,673,170 | 3,245,980 | 112,162,500 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 9,137,000 | 8,900,000 | 9,657,000 | 757,000 | 9,657,000 |
| Total Full-time Equivalent Positions | 887.00 | 828.00 | 828.00 | 0.00 | 828.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|------|-----------|---|
| 3,884,950 | 0.00 | All Funds | This agency reflects a General Fund increase due to contractual service increases as well as wage increases and employee benefits increases. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|---------|------|-----------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| 2,340 | 0.00 | 2,340 | 0.00 | General Fund | This increase represents funding for boat dock rental space on the Ohio River. |
| 278,190 | 0.00 | 1,076,910 | 0.00 | General Fund | This increase provides additional funding needed for anticipated cost-of-living adjustments for sworn personnel. |



On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|-----------|------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| 5,500 | 0.00 | 5,500 | 0.00 | General Fund | This increase represents additional resources for the maintenance of Genesis Extrication Equipment. This equipment is used by the department to rescue individuals who are involved in an accident and need to be removed from a vehicle. |
| (168,000) | 0.00 | (168,000) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction decreases employee hospitalization costs. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|---------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (70,000) | 0.00 | 0 | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduces funding for sundry supplies and materials. |
| (205,000) | 0.00 | 0 | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction represents additional personnel reimbursements anticipated from the Staffing for Adequate Fire & Emergency Response (SAFER) Grant. |
| (482,000) | 0.00 | 0 | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction will delay the start of the paramedic training class as the department currently has enough certified paramedics on staff. Should more paramedics be needed, the contract allows for a class to start sooner. |

Departmental Budgets

Fire



Agency 2: Fire - Support Services

Description: This agency is responsible for financial management and human resources for the Fire Department, as well as prevention and education for the public.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 6,888,050 | 5,898,870 | (989,180) | 5,876,690 |
| Employee Benefits | 0 | 2,573,470 | 2,304,350 | (269,120) | 2,313,270 |
| Non-Personnel | 0 | 1,592,740 | 1,678,200 | 85,460 | 1,743,730 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 11,054,260 | 9,881,420 | (1,172,840) | 9,933,690 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 0 | 11,054,260 | 9,881,420 | (1,172,840) |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 505,000 | 0 | (505,000) | 0 |
| Total Full-time Equivalent Positions | 0.00 | 80.00 | 59.00 | (21.00) | 59.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|---|
| 662,440 | 0.00 | All Funds | This agency reflects a General Fund increase due to petroleum increases as well as wage increases and employee benefits increases. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Fund | Description |
|-------------|---------|-------------|---------|--------------|--|
| Budget | FTE | Budget | FTE | | |
| (1,906,600) | (21.00) | (1,953,770) | (21.00) | General Fund | This represents the transfer of civilian Fire Dispatch positions to the Emergency Communications Center. |
| 100,000 | 0.00 | 100,000 | 0.00 | General Fund | This increase will provide resources for improvements to the Emergency Operations Center (EOC). |
| 33,330 | 0.00 | 32,250 | 0.00 | General Fund | This increase will provide resources for a Supervising Human Resources Analyst position to oversee departmental human resources functions. The increase is partially offset by the elimination of a vacant Administrative Technician position. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | Fund | Description |
|----------|------|---------|------|--------------|--|
| Budget | FTE | Budget | FTE | | |
| (62,000) | 0.00 | 0 | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduces funding for sundry supplies and materials as well as software and licenses. |



Safety

1) Community Risk Reduction and Fire Education

Description: The CFD will work with Red Cross on falls prevention and increase the distribution of smoke detectors distributed to the public.

Key Steps/Progress Milestones:

- Expand our core community outreach team.
- Develop a committee for community engagement who are dispatched/detailed to events to educate the public and hand out informational pamphlets.

Performance Indicator(s):

CFD Web will be used to Identify valuable partners within each community to build capacity and trust within communities around companies. We will collect the number of contacts made and information provided. We will use historical data to create baseline and use data going forward to track improvements after outreach

2) Increase Customer Service Delivery

Description: Continuously improve workforce planning processes to ensure humanitarian and efficient delivery to all we serve.

Key Steps/Progress Milestones:

- Gather and analyze current workforce data.
- Meet with all divisions and identify future workforce needs.
- Evaluate call volume per unit.
- Determine where to adjust units to meet service demand.
- Re-evaluate annually or within 60 days of a major department change.

Performance Indicator(s):

Strategic plan has an emphasis with continuous improvements in this area. We will improve tracking system for complaints and commendations. In addition, case flow process will be used to identify gaps or lapses in customer service delivery.

3) Pulse Point Implementation

Description: Pulse Point Respond is a mobile app that alerts CPR-trained citizens to someone nearby having a sudden cardiac arrest. Deployment of the PulsePoint app can significantly strengthen the “chain of survival” by improving bystander response to cardiac arrest victims and increasing the chance that life saving steps will be taken prior to the arrival of emergency medical services.



Key Steps/Progress Milestones:

Bring together needed stakeholders and community members to fund the project for June 2019 implementation.

Fund(s) : UC Health and other donors

Performance Indicator(s):

Use data analytics that are kept in records management system

Thriving Neighborhoods

1) Educate Public in First Aid

Description: Provide training in CPR and First Aid

Key Steps/Progress Milestones:

Work in concert with Red Cross to train more of the public in CPR and first aid

Fund(s): UC Health and other donors

Performance Indicator(s):

- Number of people registered for the training and Pulse Point
- Red Cross will provide metrics for the program

2) Fire Inspections

Description: The CFD has seen an increase in large loss fires due to residents leaving apartment doors open when escaping burning unit.

Key Steps/Progress Milestones:

- Increase the number of automatic door closers in apartment dwellings that have more than 4 units by 50%
- Utilize the CAGIS Fire Inspection module to track progress.

Performance Indicator(s):

- Utilize the CAGIS Fire Inspection module to track progress.
- Fire Inspections



Efficient Service Delivery

1) Response Time

Description: Fire emergency response time is measured from the time the 9-1-1 call is received to the moment when the first unit arrives on the scene. Fire emergency response time (also described as total response time) is composed of 3 main components: alarm handling time , which is the time a call is received at the 911 center to the time of dispatch; turnout time , which is the time it takes responders to don protective gear and begin responding in their vehicle(s); and travel time , which is the time it takes from the vehicle rolling to arrival on the scene.

Key Steps/Progress Milestones:

- Utilize data captured by ODPA from CAD access
- Evaluate the data and weed out any outliers.

Performance Indicator(s):

Track, post, and share with department on monthly basis and produce annual report to identify progress or any areas of improvement.

Fiscal Sustainability

1) Attrition Planning

Description: Review of attrition rate v. new recruits: projections moving forward

Key Steps/Progress Milestones:

- Utilize data captured by ODPA
- Evaluate the historical trends to gauge potential timelines used by Class of 1987 and 1988 in anticipation of retirement.
- Review timeline & Milestone project management chart, including recruit class timeline and future class status based upon success of SAFER grant.

Performance Indicator(s):

- Reporting metrics
- City & Fire HR data

**2) Overtime Spending**

Description: Continue to track overtime spending and break out the primary drivers in suppression and non-suppression.

Key Steps/Progress Milestones:

- FY2020 Projections
- Personnel data update
- Limited Duty Monitoring Update
- Outstanding OT billing breakdown

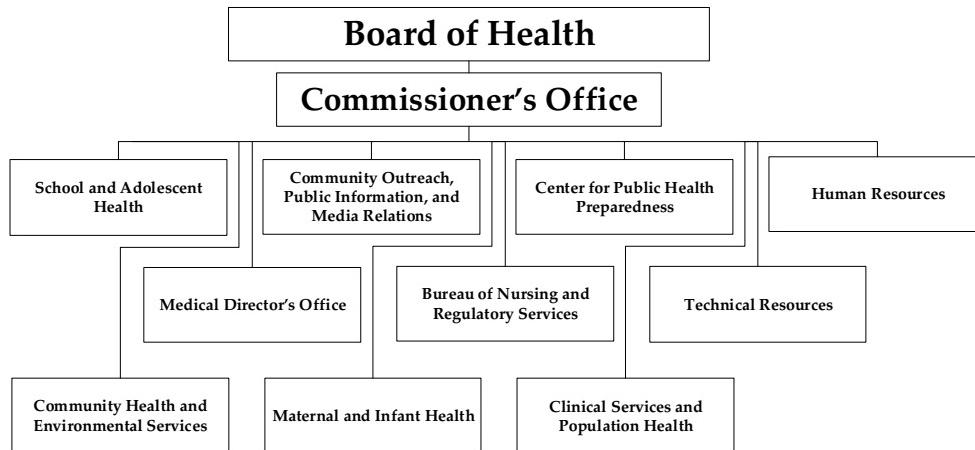
Performance Indicator(s):

- Use data from Personnel management system
- Compare with data captured by OPDA



Health

The mission of the Health Department is to work for the health and wellness of Cincinnati citizens, employing methods that include surveillance, assessment, disease prevention, health education and assuring access to public health services. The Health Department is committed to providing programs and services, facilitating partnerships, promoting wellness and advocating prudent, ethical and effective public health policies.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 11,586,190 | 11,618,190 | 0 | (11,618,190) | 0 |
| Employee Benefits | 4,170,770 | 4,327,670 | 0 | (4,327,670) | 0 |
| Non-Personnel | 1,189,330 | 1,105,630 | 0 | (1,105,630) | 0 |
| Properties | 3,000 | 2,940 | 0 | (2,940) | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 16,949,290 | 17,054,430 | 0 | (17,054,430) | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 17,945,340 | 20,088,750 | 33,083,900 | 12,995,150 | 33,860,380 |
| Employee Benefits | 6,584,760 | 7,787,830 | 13,388,080 | 5,600,250 | 14,077,240 |
| Non-Personnel | 9,981,200 | 9,404,710 | 8,665,340 | (739,370) | 8,194,360 |
| Properties | 0 | 0 | 2,920 | 2,920 | 2,950 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 34,511,300 | 37,281,290 | 55,140,240 | 17,858,950 | 56,134,930 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 51,460,590 | 54,335,720 | 55,140,240 | 804,520 | 56,134,930 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 35,598,860 | 37,505,440 | 37,513,830 | 8,390 | 38,857,260 |
| Total Full-time Equivalent Positions | 490.48 | 501.77 | 514.33 | 12.56 | 514.33 |

**Department Agencies**

1. Office Of The Commissioner
2. Technical Resources
3. Community Health Services
4. Primary Health Care - Programs
5. Primary Health Care - Centers
6. School & Adolescent Health

Agency Summaries**Agency 1: Office Of The Commissioner**

Description: Provides professional and administrative support to the Board of Health and Office of the Commissioner.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,377,960 | 1,568,500 | 0 | (1,568,500) | 0 |
| Employee Benefits | 441,960 | 521,690 | 0 | (521,690) | 0 |
| Non-Personnel | 220,840 | 200,650 | 0 | (200,650) | 0 |
| Properties | 3,000 | 2,940 | 0 | (2,940) | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,043,760 | 2,293,780 | 0 | (2,293,780) | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 262,190 | 274,730 | 1,610,350 | 1,335,620 | 1,641,770 |
| Employee Benefits | 100,560 | 110,950 | 559,640 | 448,690 | 574,630 |
| Non-Personnel | 19,900 | 23,100 | 182,710 | 159,610 | 178,120 |
| Properties | 0 | 0 | 2,920 | 2,920 | 2,950 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 382,650 | 408,780 | 2,355,620 | 1,946,840 | 2,397,470 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 2,426,410 | 2,702,560 | 2,355,620 | (346,940) | 2,397,470 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 304,100 | 308,000 | 308,000 | 0 | 308,000 |
| Total Full-time Equivalent Positions | 21.80 | 22.80 | 19.80 | (3.00) | 19.80 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|---------|----------------|--|
| 109,840 | 1.00 All Funds | This agency reflects an all funds increase due to wage and employee benefits increases which is partially offset by a reduction in non-personnel expenses. The increase in FTE is due to a new position added to better align staffing with service needs. |



On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|----------------------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (73,090) | (1.00) | (75,730) | (1.00) | Cincinnati Health District | This reflects a reduction to the department's budget. This reduction reflects the transfer of an Administrative Technician to the Community Health Center Activities Fund. |
| (321,690) | (3.00) | (329,790) | (3.00) | Cincinnati Health District | This reflects a reduction to the department's budget. This reduction will result in the elimination of three vacant positions (a Clerk Typist 3, a Customer Relations Representative, and a Public Health Physician). |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|----------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (62,000) | 0.00 | (62,000) | 0.00 | Cincinnati Health District | This reflects a reduction to the department's budget. This reduction leaves vacant positions unfilled. |

Departmental Budgets

Health



Agency 2: Technical Resources

Description: Provides technical resources and support to the Board of Health and staff.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,316,060 | 1,481,670 | 0 | (1,481,670) | 0 |
| Employee Benefits | 507,010 | 587,910 | 0 | (587,910) | 0 |
| Non-Personnel | 442,200 | 467,960 | 0 | (467,960) | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,265,270 | 2,537,540 | 0 | (2,537,540) | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 1,376,920 | 1,376,920 | 1,386,700 |
| Employee Benefits | 120 | 120 | 581,860 | 581,740 | 588,950 |
| Non-Personnel | 0 | 0 | 416,140 | 416,140 | 394,630 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 120 | 120 | 2,374,920 | 2,374,800 | 2,370,280 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 2,265,390 | 2,537,660 | 2,374,920 | (162,740) | 2,370,280 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 22.00 | 23.00 | 22.00 | (1.00) | 22.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|---|
| 160,820 | 1.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. The increase in FTE is due to the addition of a position to better align staffing with service needs. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|----------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (167,470) | (2.00) | (171,600) | (2.00) | Cincinnati Health District | This reflects a budget reduction to the department's budget. This reduction will result in the elimination of vacant positions (a Senior Computer Programmer Analyst and a Secretary). |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|-----------|------|----------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (156,090) | 0.00 | (156,090) | 0.00 | Cincinnati Health District | This reflects a reduction to the department's budget. This reduction leaves vacant positions unfilled. |

**Agency 3: Community Health Services**

Description: This program operates the Health Promotion grant, the Immunization Action Plan grant, the lead inspection and abatement program and grants, the Environmental Health programs, and Vital Records.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 2,463,360 | 2,651,920 | 0 | (2,651,920) | 0 |
| Employee Benefits | 985,440 | 1,024,100 | 0 | (1,024,100) | 0 |
| Non-Personnel | 240,250 | 259,810 | 0 | (259,810) | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 3,689,050 | 3,935,830 | 0 | (3,935,830) | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 1,626,040 | 1,469,190 | 3,836,980 | 2,367,790 | 3,902,950 |
| Employee Benefits | 528,740 | 487,000 | 1,679,670 | 1,192,670 | 1,726,940 |
| Non-Personnel | 1,064,600 | 160,270 | 385,330 | 225,060 | 359,690 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 3,219,380 | 2,116,460 | 5,901,980 | 3,785,520 | 5,989,580 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 6,908,430 | 6,052,290 | 5,901,980 | (150,310) | 5,989,580 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 3,898,400 | 2,776,000 | 2,285,000 | (491,000) | 2,285,000 |
| Total Full-time Equivalent Positions | 73.65 | 74.65 | 68.00 | (6.65) | 68.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|--------|-----------|---|
| 351,910 | (5.65) | All Funds | This agency reflects an all funds increase due to increases in wages, employee benefits, and contractual services. The decrease in FTE is due to position changes designed to better align staffing with service needs. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|----------------------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (300,000) | 0.00 | (300,000) | 0.00 | Cincinnati Health District | This reflects a reduction to the department's budget. This reduction will increase the amount of reimbursements from the Department of Housing and Urban Development (HUD)'s Community Development Block Grant (CDBG) for the Lead Abatement program. |
| 94,160 | 1.00 | 98,050 | 1.00 | Food Service License Fees | This increase reflects the transfer of a Senior Sanitarian from the Cincinnati Health District Fund. |
| (70,220) | (1.00) | (72,620) | (1.00) | Cincinnati Health District | This reflects a reduction to the department's budget. This reduction will result in the elimination of a vacant Administrative Technician. |
| (94,160) | (1.00) | (98,050) | (1.00) | Cincinnati Health District | This reflects a reduction to the department's budget. This reduction reflects the transfer of a Senior Sanitarian to the Food Service License Fees Fund. |

Departmental Budgets



Health

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|-----------|------|----------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (132,000) | 0.00 | (132,000) | 0.00 | Cincinnati Health District | This reflects a reduction to the department's budget. This reduction leaves vacant positions unfilled. |

**Agency 4: Primary Health Care - Programs**

Description: Provides support to the Board of Health. Provides preventive and primary care services to Cincinnatians who are uninsured or underinsured. Operates the Community Nursing program; Women, Infants, and Children (WIC) grant and the Reproductive Health grant.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,416,120 | 1,683,370 | 0 | (1,683,370) | 0 |
| Employee Benefits | 508,540 | 652,200 | 0 | (652,200) | 0 |
| Non-Personnel | 231,900 | 125,100 | 0 | (125,100) | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,156,560 | 2,460,670 | 0 | (2,460,670) | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 3,701,400 | 3,672,180 | 5,661,530 | 1,989,350 | 5,776,620 |
| Employee Benefits | 1,428,010 | 1,533,480 | 2,402,600 | 869,120 | 2,466,830 |
| Non-Personnel | 1,228,780 | 1,021,800 | 1,056,660 | 34,860 | 1,067,160 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 6,358,190 | 6,227,460 | 9,120,790 | 2,893,330 | 9,310,610 |
| Internal Service Funds | | | | | |
| | Total | 8,514,750 | 8,688,130 | 9,120,790 | 432,660 |
| | | | | | |
| Consolidated Plan Projects (CDBG) | | | | | |
| | | 0 | 0 | 0 | 0 |
| Agency Revenue | | | | | |
| | | 5,710,500 | 5,353,000 | 5,353,000 | 0 |
| Total Full-time Equivalent Positions | | | | | |
| | | 91.00 | 92.19 | 90.80 | (1.39) |
| | | | | | 90.80 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|--------|-----------|---|
| 582,660 | (1.39) | All Funds | This agency reflects an all funds increase due to wage increases, employee benefits increase, fixed charges and materials and supplies. The decrease in FTE is due to position changes to better align staffing with service needs. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|-----------|------|----------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (150,000) | 0.00 | (150,000) | 0.00 | Cincinnati Health District | This reflects a reduction to the department's budget. This eliminates leveraged support for the Needle Exchange Program. |

Departmental Budgets

Health



Agency 5: Primary Health Care - Centers

Description: Elm Street, Cann, Millvale, Northside, Price Hill and Clement Health Centers provide safety net preventive and primary care services to all Cincinnatians who are uninsured or underinsured.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 4,206,990 | 3,397,220 | 0 | (3,397,220) | 0 |
| Employee Benefits | 1,421,910 | 1,183,330 | 0 | (1,183,330) | 0 |
| Non-Personnel | 3,300 | 7,150 | 0 | (7,150) | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 5,632,200 | 4,587,700 | 0 | (4,587,700) | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 7,560,220 | 8,948,980 | 13,158,840 | 4,209,860 | 14,158,340 |
| Employee Benefits | 2,807,320 | 3,432,440 | 5,237,930 | 1,805,490 | 5,666,050 |
| Non-Personnel | 6,377,320 | 6,831,820 | 6,198,840 | (632,980) | 5,349,190 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 16,744,860 | 19,213,240 | 24,595,610 | 5,382,370 | 25,173,580 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 22,377,060 | 23,800,940 | 24,595,610 | 794,670 | 25,173,580 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 17,800,860 | 19,787,240 | 21,337,830 | 1,550,590 | 21,630,060 |
| Total Full-time Equivalent Positions | 177.58 | 175.98 | 189.98 | 14.00 | 189.98 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|-------|-----------|---|
| 721,580 | 13.00 | All Funds | This agency reflects an all funds increase due to increases in wages and employee benefits, and fixed charges. The increase in FTE is due to the addition of positions to better align staffing with service needs. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Description | |
|---------|------|---------|------|------------------------------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| 73,090 | 1.00 | 75,730 | 1.00 | Community Health Center Activities | This increase reflects the transfer of an Administrative Technician from the Cincinnati Health District Fund. |



Agency 6: School & Adolescent Health

Description: School & Adolescent Health programs provide vision and hearing screenings, health assessments, medical referrals, immunizations, lead testing, and follow up for children who attend 43 targeted Cincinnati Public Schools.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 805,700 | 835,510 | 0 | (835,510) | 0 |
| Employee Benefits | 305,920 | 358,440 | 0 | (358,440) | 0 |
| Non-Personnel | 50,840 | 44,960 | 0 | (44,960) | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,162,460 | 1,238,910 | 0 | (1,238,910) | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 4,795,490 | 5,723,670 | 7,439,280 | 1,715,610 | 6,994,000 |
| Employee Benefits | 1,720,020 | 2,223,840 | 2,926,380 | 702,540 | 3,053,840 |
| Non-Personnel | 1,290,600 | 1,367,720 | 425,660 | (942,060) | 845,570 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 7,806,110 | 9,315,230 | 10,791,320 | 1,476,090 | 10,893,410 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 8,968,570 | 10,554,140 | 10,791,320 | 237,180 | 10,893,410 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 7,885,000 | 9,281,200 | 8,230,000 | (1,051,200) | 9,281,200 |
| Total Full-time Equivalent Positions | 104.45 | 113.15 | 123.75 | 10.60 | 123.75 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|-------|-----------|--|
| 237,180 | 10.60 | All Funds | This agency reflects an all funds increase due to increases in wages and employee benefits. The increase in FTE is due to the addition of positions to better align staffing with service needs. |



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Safety

1) Enhance the public health response to the opioid epidemic

Description: To ensure that the CHD is involved in primary, secondary, and tertiary addiction prevention activities in Cincinnati. Ensure that we promote the public health model of harm reduction which includes syringe exchange services, naloxone availability, and access to evidence based drug or alcohol treatment. Continue surveillance of overdoses and deaths as well as rates of HIV and Hepatitis C linked to drug use.

Key Steps/Progress Milestones:

- Enhanced harm reduction efforts including
- Additional syringe exchange site in Over the Rhine.
- Narcan distribution expanded in community and in our Health Centers.
- Full implementation of the Safe Places Cincy program to provide direct linkage to treatment for persons with substance use disorder seeking care.
- Full implementation of the Medication Assisted Treatment (MAT) program in all primary care health centers.
- Expanded relationships with the local substance abuse treatment providers to enhance linkage to care.
- Hiring of additional staff for the MAT program including a therapist and project manager.
- Implement the Safe Places Cincy Pilot Program
- To provide health and behavioral health support to those seeking refuge from substance use disorder. To enable the individual to safely be transported to a local treatment provider utilizing Uber Health while minimizing the time from the point entry into the CHD health center and the assessment appointment at the chosen treatment program.
- The goal is to build a more robust, comprehensive, and compassionate system of care where regardless of where a patient shows up will be treated with respect, will be evaluated, and will be case managed into the appropriate level of treatment (e.g., detox, IOP, residential).
- Pilot phase for three months beginning in late March 2019.

Fund(s):

- \$163,000 per year from the General Fund
- \$285,000 for two years of funding from the Health Resources and Services Administration (HRSA) to implement Medication Assisted Treatment (MAT).



- \$10,000 from Interact for Health to fund Uber Health transportation for patients in Safe Places Cincy program.

Performance Indicator(s):

- Additional syringe exchange site established.
- Each CHD health center has had Narcan training and provided all staff and opportunity to receive Narcan.
- Safe Places Cincy implemented. Data monitoring on a monthly basis to gauge utilization and success in linkage to care.
- MAT established across CHD health centers. Integration of the behavioral health teams in the MAT services as well.
- New staff hired and onboarded for the MAT program.
- Participation in the monthly Treatment Collaborative conference call hosted by Mercy Health to ensure we stay current on evidence based practice.
- The number of individuals successfully linked to the alcohol and drug treatment partners in the Safe Places Cincy initiative

Thriving Neighborhoods

1) Chronic Disease Management

Description: The 2019 Community Health Needs Assessment (CHNA) identified chronic disease as one of the five regional health concerns for the greater Cincinnati area (along with healthy behaviors, mental health, substance abuse, and access to care). Chronic disease self-management (CDSM) programs are evidence-based programs that support patients' active management of their condition in their daily life. CDSM focuses on self-monitoring and medical management, decision making, or health-promoting behaviors to minimize disability and delay the progress of chronic disease. Programs are being delivered by lay individuals in community settings as well as in group visits at the Cincinnati Health Department Health Centers.

For CHD health center patients, CDSM Program Workshops and group visits will continue being combined as it provides opportunity for our patients with chronic diseases to learn together. Providing CDSM for our health center patients increases the outcomes. Our providers identify and refer patients in need of assistance with self-management to the workshop. We are working to achieve the Quadruple Aim of healthcare: enhanced satisfaction is apparent for both the patient and the provider as self-management skills are gained, improved health outcomes are evident and future healthcare costs are reduced with better management of chronic diseases. In order to help facilitate the implementation of CDSM Program Workshops, a Community Clinical Linkage Committee to address barriers of implementation will be created. Additionally, an internal staff member will become certified as a Master Trainer in CDSM and CDSM Lay Leader trainings will be conducted to support sustainability the program.



To further the impact of CDSMP, Mindfulness sessions will be held in conjunction with the CDSMP classes. Mindfulness is awareness of the current state of being through meditation. It relieves stress and increases resiliency.

Key Steps/Progress Milestones:

- Integrate CDSMP with Mindfulness
- Coordinate the facilitation of workshops (Chronic Disease Self-Management, Diabetes Self-Management, Diabetes Empowerment Education Program, and Workplace Chronic Disease Self-Management) with the existing Lay Leaders.
- Conduct additional Lay Leader Trainings and refresher trainings for previously trained Lay Leaders
- Create a Community Clinical Linkage Committee to address barriers of implementation and to assist with the Group Visit Model
- Continue efforts towards sustainability, including identifying and training an in-house staff member to become a Master Trainer.

Fund(s): The funding for the Chronic Disease Self-Management program comes from the Quality Improvement funds from the Cincinnati Health Department, totaling \$90,000.

Performance Indicator(s):

- Additional CDSM workshops are conducted
- Additional Lay Leader trainings and refresh sessions are completed
- Community Clinical Linkage Committee is created and meetings scheduled and held
- In-house staff member is identified and trained to become a Master Trainer
- Community utilization: CDSMP and Mindfulness attendance.
- Community resources: Number of lay leaders trained and number of workshops with CRC attended Health Center patient participation.
- Number of group visits with CDSM and total number of patients participating.
- Chronic Disease rate improvement for health center patients.



2) Social Determinants of Health and Equity - School and Adolescent Health and Creating Healthy Communities

Description: School Nurses and School Based Health Centers create Thriving and Healthy Neighborhoods by improving the health of children in Cincinnati through on-site services for 35,000 Cincinnati Public School (CPS) children/66,000 total children in Cincinnati.

The primary goal is healthy children with high rates of school attendance, improved scores in third grade reading, and lower rates of hospitalization. Progress measures include reduced rates of vaccine-preventable disease, improved asthma and other chronic disease management, timely treatment of contagious and other acute illness, regular access to wellness care including assessment for chronic conditions, mental wellness, obesity, impaired vision, and dental disease. Newly evolving evidence indicates that adverse childhood experiences impact children's health.

The Creating Healthy Communities Coalition (CHCC) at the Cincinnati Health Department is a collaborative approach to policy, systems and environmental changes that support local population health. The 100+ member Coalition works together to increase access to opportunities for Healthy Eating, Active Living, Tobacco Free Living and Chronic Disease Management. Coalition partners include: community members, educational institutions, businesses, transportation, housing authorities, healthcare systems, governmental departments, non-profit organizations, faith-based organizations, and other coalitions or agencies. There is a strong commitment to make the City of Cincinnati a place where each and every resident can achieve their optimal state of health and well-being. Change has occurred through a multi-sector approach in which all stakeholders are engaged, empowered, and encouraged to build a culture of health. This has been recognized through several successes.

Key Steps/Progress Milestones:

- Increased access to health care by opening Health Hub at Academy of World Languages to include medical, dental and vision services.
- Increased immunization compliance rate at school with a CHD SBHC to over 97% compliant.
- Identified and treated students with dental and vision problems.
- Improved care & outcomes with reduced hospitalizations for students with asthma. Asthma is the #1 cause of illness related absenteeism in the country. CHD partnered with Cincinnati Children's Hospital to monitor students who have poorly controlled asthma. The district rate of well-controlled asthma was 84% by June, 2018.
- Asthma Control Test: Goal 80%. Current rate: 81%
- Connected Care: Project was spread to all schools with RN on-site (35 schools). Follow-up within 48 hours is at 59%.
- Access to health care increased based on increased patient population.
- Compliance with required immunizations.
- Identification and treatment of dental and vision problems.



- Creating Healthy Communities Coalition is to implement and support the Creating Healthy Communities Strategic Plan: 2015-2019. The Creating Healthy Communities Strategic Plan overarching priorities are to increase physical activity, promote healthy eating, and decrease tobacco usage in an effort to reduce chronic disease. Currently, the CHCC has implemented over 70% of the Strategic Plan by implementing policy, systems, and environmental changes.
- Tobacco Free Living: CHCC will continue to work with partners to increase tobacco-free and smoke-free policies throughout the city, aiming for collective impact.
- Youth Stand Groups: CHCC continues to give youth a platform to “stand up and speak out against tobacco”. Members aim to eliminate the cultural acceptance of tobacco use, especially among their peers. Cincinnati STAND members will conduct tobacco retail store assessments and tobacco sales compliance checks. CHCC is exploring expanding STAND groups into the Cincinnati Recreation Commission locations.
- Healthy Eating: CHCC is partnering with local food distribution systems, early child educators and caregivers, and regional food systems groups to support and implement farm to school initiatives, with the aim of increasing fruit and vegetable consumption by preschoolers and children in childcare. CHCC is also partnering with community organizations to support Cincinnati Public School’s adoption of Good Food Purchasing Policies, which includes the use of local foods in student nutrition programs.
- Active Living: CHCC is working with community partners to develop a Transportation Master Plan, which will be a comprehensive plan incorporating multiple transit methods, including biking, public, and walking.

Fund(s): For school-based activities, the operating budget is divided into school nursing and school-based health centers. Funding for the school nursing program is comprised of: general fund support (34%), contracts with Cincinnati Public Schools (51%), and Medicaid Administrative Claiming (15%). The School Based Health Center Program is 100% supported through billing and the federal HRSA grant program. In the fiscal 2019 budget, the School Health Services program leverages \$1.17 million of General Fund support to create a program providing \$9,000,000 of services. The Creating Healthy Community activities are funded through a \$135,000 grant from the Ohio Department of Health.

Performance Indicator(s):

- Complete store audits/compliance checks of tobacco retailers
- Increase in partner sites that utilize local food in nutrition programs
- Creation of Master Transit Plan
- Creating Healthy Communities data



3) Infant Mortality - Family Health Services, Reproductive Health/Wellness, Men's Health, and Tobacco Use Prevention

Description: Continue partnership with UC Health and Cradle Cincinnati to improve prenatal care goals (first trimester entry to care, co-production of care with moms, identification of preterm/low birth risks, tobacco cessation) and safe sleep initiatives. Ensure all families eligible for WIC services in Cincinnati/Hamilton County are enrolled as to (1) ensure health equity in nutrition, and to (2) promote breastfeeding in Cincinnati families. Continue to support the Reproductive Health and Wellness Program at the Cincinnati Health Department as an effective, safe, affordable, and responsible way to promote reproductive health and life planning. Home nursing services to provide mom/baby visits and options for skilled nursing or public health nursing visitation for those patients/clients experiencing access barriers to health centers. In addition, the use of Community Health Workers to complement the nursing services offered for mothers and their infants/children.

Tobacco cessation community-wide, tobacco policy creation and implementation, as well as promotion of breastfeeding facilities in the workplace are also activities included as part of the Creating Healthy Communities Coalition, staffed by the Health Promotion and Worksite Wellness program. Through funding from the Ohio Department of Health, the Health Promotion and Worksite Wellness program also works with youth to create a Tobacco Youth Stand Campaign. Youth create anti-tobacco messages, conduct compliance checks, and educate other youth about the dangers of smoking.

Key Steps/Progress Milestones:

- Infant mortality rate changes
- Entry into prenatal care
- Increase rate of breastfeeding in the area (using additional hiring of peer breastfeeding coaches)
- Attract eligible families to WIC and other services to bolster enrollment
- Continue serving residents at or below 100% of poverty level through reproductive health and wellness program (RHPW)
- Expand community engagement/outreach for innovative Men's Health Initiative
- Utilize additional community nurses to streamline community nursing services, and provide service to targeted "at risk" zip codes in Cincinnati
- Reduced rates of smoking in pregnancy
- Tobacco cessation program and reduction in tobacco use with adults and youth (CHCC)
- Promotion of tobacco-free campuses, and technical support for creation of smoke-free multi-unit housing by the Cincinnati Metropolitan Housing Authority (CHCC)



Fund(s): General Fund Support of \$929,000 in operating its Community Nursing program (also, generates \$150,000 in Medicaid billing). In addition, the Health Department relies on grants from the Ohio Department of Health passing through federal dollars for WIC (\$3.5 million) and Reproductive Health (\$648,000), a contract with Cradle Cincinnati for Community Health Workers (\$165,000), and billing for reproductive health services rendered at its health centers to provide the funding (over \$500,000 annually) to fund its Infant Mortality reduction activities. Funding for the Creating Healthy Communities Coalition activities is provided by the Ohio Department of Health, through several grants totaling \$126,833.00.

Data Capture:

- Services delivered to WIC patients.
- The Community Nursing and Children with Medical handicaps program activities and outcomes.
- The Reproductive Health services provided
- The Community Health Worker program activities and patient outcomes
- The Health Promotion and Worksite Wellness Program captures and reports data on all activities funded by grants from the Ohio Department of Health. Data is also accessible on Cincy Insights.

4) Environmental Health

Description: Monitoring the mosquito population for the known vectors of West Nile virus (WNV) (*Culex pipiens*) and Zika virus (*Aedes aegypti*, *A. albopictus*) is the primary way to protect the public's health from mosquito-borne diseases. This involves setting traps near suspected breeding sites and in response to citizen complaints, identifying the vector species, and having the mosquitoes tested. WNV is endemic in the region and while no locally-acquired Zika cases have been found to date, a mosquito capable of transmitting the virus is prevalent here. Education of residents and targeted larvicide are also important components of the surveillance program. Local health departments must be ready with an established program to monitor and mitigate mosquito-borne diseases should an outbreak or serious threat to public health occur.

Key Steps/Progress Milestones:

Milestones include: Identifying partners to fill gaps in vector control coverage in the event that widespread adulticiding is called for, educating communities on how to reduce mosquito populations and protect themselves through breeding source reduction and the judicious use of personal protection, and providing guidance and educational material to high-risk groups and travelers.

Fund(s): OEPA Mosquito Control Grant funds in the amount of \$14,240.

Performance Indicator(s):

- Prevalence of mosquito vectors and the incidence of infection in the mosquito and human populations which can be mapped, and a final report to OEPA will be generated at the conclusion of the grant period.



- Identify density locations for the vector species and what monitoring and mitigation methods are most impactful.
- The number of mosquitoes caught in each trap each night
- The type species and gender of the trapped mosquitoes

Fiscal Sustainability

1) Accreditation

Description: CHD is currently in the process of completing accreditation by the national Public Health Accreditation Board (PHAB). Ohio Department of Health require accreditation be completed for all local health departments (LHDs) that receive state funding by 2020. Accreditation is a lengthy process with a goal of creating a high-performing governmental public health system to create a healthier nation. PHAB Accreditation involves all divisions and programs, guided by the accreditation coordinator and office of the health commissioner. The benefits of PHAB Accreditation include:

- Tearing down silos between departments and programs
- Increasing quality and performance improvement opportunities
- Identify opportunities and challenges within CHD
- Increasing our capacity to, "Promote, Prevent and Protect"
- Stimulating greater accountability and transparency within CHD
- Improving the management process used by the leadership team

Key Steps/Progress Milestones:

Accreditation Progress: CHD will create an action plan to address any challenge areas identified by the PHAB Accreditation Committee. The action plan will lay out the steps taken to achieve PHAB Accreditation and maintain it for the next 5 years.

CHD will build upon the already established Clinical Quality Improvement Team to help foster an environment of continuous quality improvement. The department will monitor program performance and plans to improve department wide performance measures.

Fund(s): Accreditation is housed with the office of the health commissioner. Funds support the accreditation coordinator (\$100,000 in payroll and fringes) for performance management system development and monitoring, department-wide quality improvement activities, community health assessment (CHNA/CHA), community health improvement plan (CHIP) and strategic planning (SP). Since these projects require additional support in planning, monitoring, promoting and evaluation; additional funds are needed for an additional staff or staff time (0.5-1.0FTE with community engagement and/or epidemiology experience) and department resources (e.g. meeting space and equipment, copying, printing, office supplies). As the Com-



munity Health Improvement Plan is developed and health focus areas are identified by the community, additional resources may be needed by the health department and the community to work on strategies in these focus areas.

Performance Indicator(s):

Progress in each key step identified will be determine by completion of the plan or process. The plans that are developed will include monitoring and evaluation processes to determine success of the plans. In Performance Management/Quality Improvement, the accreditation coordinator is leads the performance management system to monitor programs progress with selected program goals and assess progress of quality improvement projects. Performance Management Measures need to be matched to the Priority Agreement.

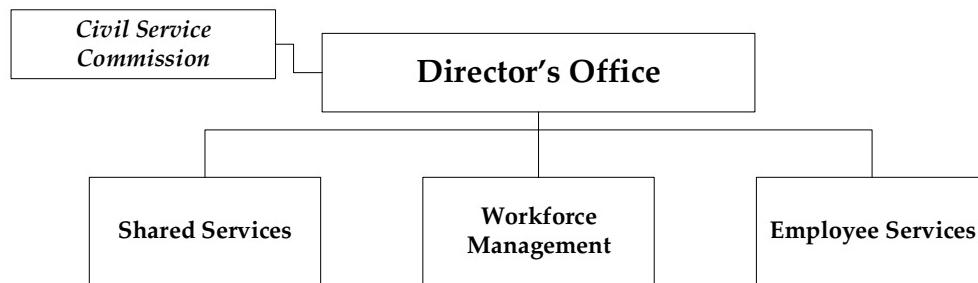


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Human Resources

The mission of the Human Resources Department, in collaboration with its partners, is to promote, grow, hire, and sustain a diverse workforce that is skilled, valued, recognized and engaged in building tomorrow's government today.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,092,290 | 951,920 | 1,244,690 | 292,770 | 1,261,540 |
| Employee Benefits | 357,370 | 339,740 | 396,680 | 56,940 | 402,380 |
| Non-Personnel | 462,350 | 486,520 | 455,350 | (31,170) | 459,300 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,912,010 | 1,778,180 | 2,096,720 | 318,540 | 2,123,220 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 237,870 | 312,670 | 313,910 | 1,240 | 326,350 |
| Employee Benefits | 80,990 | 97,240 | 138,990 | 41,750 | 143,860 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 318,860 | 409,910 | 452,900 | 42,990 | 470,210 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 2,230,870 | 2,188,090 | 2,549,620 | 361,530 | 2,593,430 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 0 | 0 | 35,000 | 35,000 | 35,000 |
| Total Full-time Equivalent Positions | 22.10 | 22.10 | 24.10 | 2.00 | 24.10 |

Departmental Budgets

Human Resources



Department Agencies

1. Human Resources

Agency Summaries

Agency 1: Human Resources

Description: Includes Workforce Management, Employee Services, Shared Services, and Administration. Primary functions are position management; classification/compensation including salary studies; hiring/selection; labor negotiations; and civil service testing.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,092,290 | 951,920 | 1,244,690 | 292,770 | 1,261,540 |
| Employee Benefits | 357,370 | 339,740 | 396,680 | 56,940 | 402,380 |
| Non-Personnel | 462,350 | 486,520 | 455,350 | (31,170) | 459,300 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,912,010 | 1,778,180 | 2,096,720 | 318,540 | 2,123,220 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 237,870 | 312,670 | 313,910 | 1,240 | 326,350 |
| Employee Benefits | 80,990 | 97,240 | 138,990 | 41,750 | 143,860 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 318,860 | 409,910 | 452,900 | 42,990 | 470,210 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 2,230,870 | 2,188,090 | 2,549,620 | 361,530 | 2,593,430 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 35,000 | 35,000 | 35,000 |
| Total Full-time Equivalent Positions | 22.10 | 22.10 | 24.10 | 2.00 | 24.10 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|--|
| 382,200 | 0.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|---------------------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| 107,620 | 1.00 | 110,750 | 1.00 | General Fund | This increase to the department budget will provide resources for a Heavy Equipment Operator Trainer position. |
| (16,200) | 0.00 | (17,250) | 0.00 | Income Tax-Infrastructure | This reflects the transfer of positions between the Income Tax-Infrastructure Fund and the General Fund. |
| 16,200 | 0.00 | 17,250 | 0.00 | General Fund | |
| 85,680 | 1.00 | 88,160 | 1.00 | General Fund | This increase represents the addition of a Human Resources Analyst position that will be assigned to the Emergency Communications Center. |



One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|-----------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (169,470) | 0.00 | (173,080) | 0.00 | General Fund | This reflects a reduction to the department budget. This reduction increases position vacancy savings. |
| (44,500) | 0.00 | (44,500) | 0.00 | General Fund | This reflects a reduction to the department budget. Testing costs for Police and Fire sworn promotions will be reduced. This reduction is achieved by advancing the testing timetable so that the tests are performed in FY 2019 using the department's FY 2019 appropriation. |



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Safer Streets

1) Enhance recruitment, on-boarding, and overall hiring efforts for Police and Fire recruit classes.

Description: The Human Resources Department will partner with the Police and Fire Departments, along with our vendor IOS, to test and on-board new recruit classes during FY20. This will entail working with both the police and fire recruit teams to ensure a diverse pool of applicants, candidate assessment and on-boarding efforts.

Key Steps/Progress Milestones:

In conjunction with the Police and Fire Departments, along with our vendor IOS, the Human Resources Department will work to enhance the efficiency of the testing process, and ensure error-free testing and selection processes for recruit and promotional tests. Both Police and Fire have new recruit testing in FY20.

Fund(s): N/A

Performance Indicator(s):

- Facilitation of Police Recruit Test
- Number of applicants for Police Recruit position
- Number deemed eligible Police
- Facilitation of Fire Recruit Test
- Number of applicants for Fire Recruit position
- Number deemed eligible for Fire

2) City-Wide Implicit Bias Training

Description: The Human Resources Department will ensure that all City employees receive Implicit Bias training within 12 months after the roll-out of the training. Mayor Cranley introduced legislation that requires all City employees go through Implicit Bias training. While the training program is still being vetted through the RFP process, a combination of external trainers, and a train-the-trainer model will likely be used. The overall goal of Implicit Bias training is to expose people to their unconscious biases, to provide tools to adjust automatic patterns of thinking, and ultimately eliminate discriminatory behaviors.

Key Steps/Progress Milestones:

- Award of the RFP
- Schedule training and facilitate training
- Provide monthly updates to the City Manager and other interested parties.



- Within 12 months of the start of the training, all City employees will have received the Implicit Bias training.

Fund(s) : N/A

Performance Indicator(s):

- Number of facilitators trained to provide implicit bias training
- Number of employees completed training

Efficient Service Delivery

1) Centralized HR model that delivers consistent, efficient service.

Description: In an effort to continue to enhance city-wide service delivery, the creation and sustainability of the centralized HR concept will bring consistent communication and results across the city structure.

“Smaller” department (Tier 2) HR work will be assumed by internal Central HR staff. Each staff member will be assigned two departments and will ensure that everything from on-boarding, to filling positions, to labor relations is handled by the one internal Central HR staff member. The transition into this model will include, prior to implementation, the assigned analyst working directly with the department to design their own HR experience, including, for example, enhanced on-boarding, support in recruitment and selection, identifying and setting a training plan and employee recognition plan with Central HR’s Employee and Training Supervisor, and other areas identified by the department.

The larger operational departments will have their HR manager reporting directly to the HR Director that should enable the City to now provide consistent application of policy, rules, collective bargaining agreements, Administrative Regulations, etc through continued training and direction. Combined, the same direction is flowing to every single department in the City.

Key Steps/Progress Milestones:

- Monthly meetings with the SMA's from the Tier 1 departments
- Perform quarterly compliance reviews
- Evaluate performance data monthly and provide feedback
- Routinely conduct on site check-ins with departments
- Conduct required training quarterly throughout the year

Fund(s): N/A

Performance Indicator(s): TBD



2) Review and Revision of the Human Resources Policies and Procedures (HRP&P)

Description: Review and Revision of the HRP&P to better align with updated rules and regulations. The HRP&P is the City's policies and procedures that govern all employees in the City (unless superceded by a collective bargaining agreement). The HRP&P include provisions such as compensation, conditions of employment, and leaves of absence, among others. It has been over 10 years since the Policies and Procedures have been updated (even longer for some of the provisions). HRP&P are updated as needed but HR intends to make a concerted effort reflect changes and current operations.

Key Steps/Progress Milestones:

- Create committee that will work on individual chapters
- Tracking of completed revised chapters of the HRP&P with the goal of one chapter completed per month.

Fund(s): N/A

Performance Indicator(s):

Chapters Complete

3) Create the HR training division (Office of Employee Advancement)

Description: The Office of Employee Advancement within HR would oversee internal (and some external) training opportunities for City employees. This Office or Division within HR would provide City employees with individual, group, and organizationally driven professional development opportunities.

Key Steps/Progress Milestones:

- Finish creating classifications for the training series positions
- Establish a curriculum for the training positions to initially focus on CDL/Heavy Equipment/Crane training activities
- Working with Budget, add a second position that focuses on the administrative-type training

Fund(s): N/A

Performance Indicator(s):

- Creation of the Division
- Number of trainings facilitated

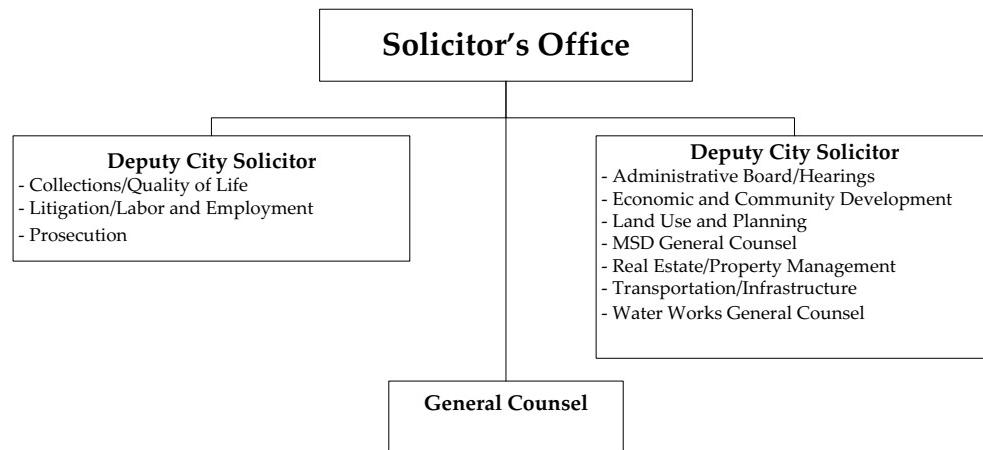


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Law

The mission of the Law Department is to provide the highest quality legal services to all City of Cincinnati departments and officials in service of the citizens of Cincinnati, to do justice for the community, and to protect and defend the Charter and the Municipal Code.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--|----------------------------|----------------------------|----------------------------|-------------------------------------|----------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 4,863,190 | 5,115,120 | 4,976,990 | (138,130) | 5,107,170 |
| Employee Benefits | 1,522,780 | 1,763,520 | 1,684,510 | (79,010) | 1,734,700 |
| Non-Personnel | 750,460 | 640,070 | 708,160 | 68,090 | 715,270 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 7,136,430 | 7,518,710 | 7,369,660 | (149,050) | 7,557,140 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 294,320 | 303,660 | 273,010 | (30,650) | 285,970 |
| Employee Benefits | 68,520 | 69,040 | 76,080 | 7,040 | 82,170 |
| Non-Personnel | 6,490 | 6,610 | 6,670 | 60 | 6,750 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 369,330 | 379,310 | 355,760 | (23,550) | 374,890 |
| Internal Service Funds | 701,130 | 802,190 | 1,021,640 | 219,450 | 1,054,530 |
| Total | 8,206,890 | 8,700,210 | 8,747,060 | 46,850 | 8,986,560 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 2,200,000 | 2,190,000 | 1,890,000 | (300,000) | 1,890,000 |
| Total Full-time Equivalent Positions | 81.20 | 82.20 | 82.20 | 0.00 | 82.20 |

Departmental Budgets

Law



Department Agencies

1. Law - Civil
2. Law - Administrative Hearings & Prosecution
3. Law - Real Estate

Agency Summaries

Agency 1: Law - Civil

Description: The Civil section drafts legislation for City Council, the Mayor, and the Administration, provides legal advice to the City's officials and agencies, and ensures that municipal civil code violations are enforced by conducting administrative hearings.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 4,863,190 | 2,935,230 | 2,847,170 | (88,060) | 2,932,540 |
| Employee Benefits | 1,522,780 | 1,013,950 | 991,950 | (22,000) | 1,026,570 |
| Non-Personnel | 750,460 | 480,630 | 552,000 | 71,370 | 557,740 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 7,136,430 | 4,429,810 | 4,391,120 | (38,690) | 4,516,850 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 294,320 | 271,600 | 234,580 | (37,020) | 246,330 |
| Employee Benefits | 68,520 | 60,570 | 64,490 | 3,920 | 69,700 |
| Non-Personnel | 6,490 | 3,380 | 3,410 | 30 | 3,450 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 369,330 | 335,550 | 302,480 | (33,070) | 319,480 |
| Internal Service Funds | 701,130 | 0 | 0 | 0 | 0 |
| Total | 8,206,890 | 4,765,360 | 4,693,600 | (71,760) | 4,836,330 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 2,200,000 | 590,000 | 1,390,000 | 800,000 | 1,390,000 |
| Total Full-time Equivalent Positions | 81.20 | 45.20 | 43.20 | (2.00) | 43.20 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|--------|-----------|---|
| 346,440 | (1.00) | All Funds | This agency reflects an all funds increase primarily due to wage increases and employee benefits increases. The change in FTE is due to the transfer of a position to the Law - Administrative Hearings & Prosecution agency. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|-----------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (245,000) | 0.00 | (245,000) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction increases reimbursements for in-house debt collections by increasing the commission rate on debt collected. |



On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|---------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (22,740) | 0.00 | (22,740) | 0.00 | Income Tax-Infrastructure | This reflects a reduction to the department's budget. This reduction increases reimbursements from the Property Management Fund. |
| (183,430) | (1.00) | (190,520) | (1.00) | General Fund | This reflects a reduction to the department's budget. This reduction transfers a Senior City Solicitor position from the General Fund to the Property Management Fund. |
| 75,000 | 0.00 | 75,000 | 0.00 | General Fund | This increase will provide resources for software to retrieve and store text messages from City provided cell phones. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (42,040) | 0.00 | (42,980) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction will hold a part-time Law Clerk position vacant. |

Departmental Budgets

Law



Agency 2: Law - Administrative Hearings & Prosecution

Description: Prosecuting misdemeanors, including all traffic and criminal cases brought before the Municipal Court for violation of criminal offenses occurring within the City, as well as staffing and managing several of the City's administrative boards.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 2,179,890 | 2,129,820 | (50,070) | 2,174,630 |
| Employee Benefits | 0 | 749,570 | 692,560 | (57,010) | 708,130 |
| Non-Personnel | 0 | 159,440 | 156,160 | (3,280) | 157,530 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 3,088,900 | 2,978,540 | (110,360) | 3,040,290 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 0 | 3,088,900 | 2,978,540 | (110,360) |
| | | | | | 3,040,290 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 1,600,000 | 0 | (1,600,000) | 0 |
| Total Full-time Equivalent Positions | 0.00 | 30.00 | 31.00 | 1.00 | 31.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|----------|------|-----------|--|
| (18,960) | 1.00 | All Funds | This agency reflects an all funds decrease primarily due to assorted non-personnel reductions and reductions in employee benefits. The change in FTE is due to the transfer of a position from the Law - Civil agency. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (91,400) | 0.00 | (93,340) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction will hold a Senior Assistant City Solicitor position vacant. |

**Agency 3: Law - Real Estate**

Description: Manage, lease and sell all City owned or leased real property. In addition, appraise, negotiate, and acquire all real property needed by the City.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 32,060 | 38,430 | 6,370 | 39,640 |
| Employee Benefits | 0 | 8,470 | 11,590 | 3,120 | 12,470 |
| Non-Personnel | 0 | 3,230 | 3,260 | 30 | 3,300 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 43,760 | 53,280 | 9,520 | 55,410 |
| Internal Service Funds | 0 | 802,190 | 1,021,640 | 219,450 | 1,054,530 |
| Total | 0 | 845,950 | 1,074,920 | 228,970 | 1,109,940 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 500,000 | 500,000 | 500,000 |
| Total Full-time Equivalent Positions | 0.00 | 7.00 | 8.00 | 1.00 | 8.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|--|
| 9,520 | 0.00 | All Funds | This agency reflects an all funds increase primarily due to wage increases and employee benefits increases. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|---------|------|---------|------|---------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| 183,430 | 1.00 | 190,520 | 1.00 | Property Management | This reflects a reduction to the department's budget. This reduction transfers a Senior City Solicitor position from the General Fund to the Property Management Fund. |
| 22,740 | 0.00 | 22,740 | 0.00 | Property Management | This represents an increase in reimbursements to the Income Tax-Infrastructure Fund. |



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Safety

1) Strategic Partnerships: U.S. Attorney's Office

Description: Through collaboration with the Cincinnati Police Department; the Bureau of Alcohol Tobacco, Firearms, and Explosives; and the United States Attorney's Office, this partnership has been enhanced by engaging in focused and targeted federal prosecution of the most violent offenders with an emphasis on geographical areas experiencing the highest rate of gun violence.

In addition, the Law Department collaborates with the U.S. Attorney's Office to leverage federal income tax liens to reduce blight in our communities. While these liens often hold little to no value for the IRS because the encumbered properties are significantly blighted, they can be leveraged by the City and the Landbank in efforts to restore these properties to productive use.

Key Steps/Progress Milestones:

Continued resource-sharing (attorney time) by the Law Department with partner agencies to support the priority goals.

Fund(s): There are no budgetary funds associated with this partnership; all activity is limited to attorney time.

Performance Indicator(s):

- Increased gun prosecutions in federal court;
- Reduction in violent, gun-related crimes; and
- Successful instances of leveraging federal income tax liens to reduce blight in the City.

Thriving Neighborhoods

1) Strategic Partnership: The Port and Landbank

Description: Continue and support Law Department partnership with the Port and the Hamilton County Land Reutilization Corporation (Landbank) to address quality of life issues throughout the City.

Key Steps/Progress Milestones:

Continue Law Department's Economic Development and Quality of Life attorney partnerships with the Port and the Hamilton County Land Reutilization Corporation (Landbank) on complex development projects and City-wide nuisance abatement activity. In addition, the Law Department collaborates with the U.S. Attorney's office to leverage federal income tax liens to reduce blight in our communities. While these liens often hold little to no value for the IRS because the encumbered properties are significantly blighted, they can be leveraged by the City and the Landbank in its efforts to restore these properties to productive use.



Fund(s) : No budgetary funds associated with this partnership; all activity is limited to attorney time.

Performance Indicator(s):

- Successful instances of leveraging federal income tax liens in partnership with the Port and Landbank to reduce blight in our communities.
- Successful nuisance property abatement.

2) Establish a Housing Court

Description: The Law Department continues to work in collaboration with the Mayor and City Council, Hamilton County Officials, the Ohio Supreme Court and General Assembly to achieve a county-wide common pleas housing court that will have greater jurisdiction over nuisance properties, code violations, and other housing issues. Currently, Toledo, Columbus, and Cleveland all have dedicated courts to address these issues, which are highly successful at achieving lasting and comprehensive results in reduction of neighborhood blight, protection for vulnerable tenants living in substandard housing, and greater code enforcement.

Key Steps/Progress Milestones:

- Partnership with the Hamilton County Land Reutilization Corporation aimed at garnering strong county-wide support for housing court;
- Engagement with neighborhood community development corporations who stand to benefit from the creation of a housing court; and
- Engagement with neighboring municipalities, townships, and villages through, among other things, Law Department attorneys advising and collaborating with outside municipal attorneys to address nuisance conditions in their districts through enforcement strategies and litigation.

Fund(s): In FY19 Law encumbered \$75,000 for outside counsel to produce/develop all documents and legislation (for the local court, the Ohio Supreme Court, and state legislature) required for creating a new court and/or converting an existing court into a special court or specialized docket, which funds should be rolled over for FY20.

Performance Indicator(s):

This is primary a legislative policy initiative. Once a successful legislative coalition enacts the required legislation at

Growing Economic Opportunities

1) Promotion and Preservation of Inclusion Priorities in City Government

Description: As competing interests and priorities continue to impact the City's procurement practices, the Law Department is working closely with the City Administration and elected officials and staff to develop



and implement strategic methods to promote and preserve the City's inclusion priorities as supported by the City's disparity study.

Key Steps/Progress Milestones:

- Provide legal advice to City Manager, Procurement Officer, elected officials and staff as needed regarding procurement and inclusion priorities.
- Conduct necessary legal research and draft appropriate legislation while avoiding unintended consequences regarding inclusion priorities

Fund(s) : N/A

Performance Indicator(s):

Law's efforts can be measured through its advice in establishing legally defensible inclusion policies and defending such policies from court challenge.

Fiscal Sustainability & Strategic Investment**1) Manage the expiration of the MSD 1968 Agreement**

Description: The 1968 Agreement between the City and the County regarding the management and operations of the Metropolitan Sewer District expired in 2018 and has been extended with federal court involvement pending negotiation of a new agreement and/or litigation. The Law Department plays a key role in supporting negotiations . A conclusion will require that the assets and liabilities are equitably divided and a new system established to address the sewer needs of the City and to ensure compliance with the Federal Consent Decree.

Key Steps/Progress Milestones:

- Continuous supervision of ongoing legal issues for the district
- Compliance with consent decree milestones
- Preservation of City interests in long-term operation of MSD and City sewer assets

Fund(s): N/A

Performance Indicator(s):

City performance will be measured by ability to protect City interests through resolution in court or through negotiated settlement.

**2) Manage the transfer of the Mill Creek's flood protection infrastructure to the Millcreek Valley Conservancy District**

Description: The Law Department continues to collaborate with Greater Cincinnati Water Works, its Stormwater Management Utility, and the Millcreek Valley Conservancy District ("MVCD")—a local government formed by eight communities along the Mill Creek to address flood protection after the disastrous 1959 Mill Creek flood—to address challenges facing the MVCD. As the Army Corps of Engineers prepares to turn over the Mill Creek's multi-million dollar flood protection infrastructure to MVCD management, the Law Department has worked with the City Manager's Office and the Mayor's Office to ensure that the MVCD has in place a qualified leadership team with a strong understanding of the flood management issues in order to protect the Mill Creek communities from future flooding.

Key Steps/Progress Milestones:

- Monitor the MVCD's progress as it determines its future course and seeks to raise revenue to support its vital purpose of providing flood protection to residents of the Mill Creek Valley.
- Coordinate with local stakeholders and ensure the viability and fiscal integrity of the MVCD.
- Work with the MVCD Board to support nomination of qualified persons with knowledge of related City infrastructure.
- Review MVCD legal documents and offer City clients support in the City's relationship with MVCD.

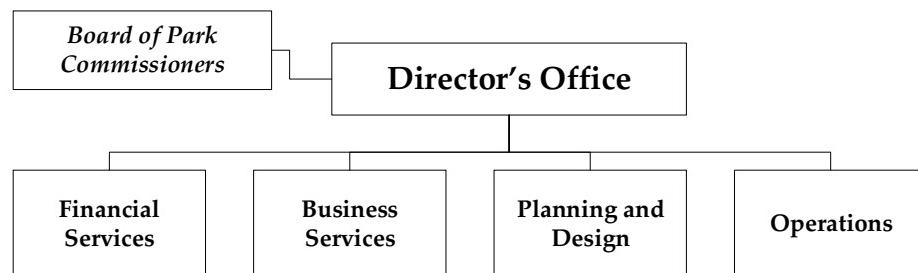
Fund(s): N/A**Performance Indicator(s):**

Because this priority involves achieving policy objectives through intergovernmental cooperation that benefit the City and its residents, including through the provision of flood protection in the Mill Creek Valley to residents, businesses, and vital transportation and sanitation infrastructure, quantifiable data sets are inapplicable.



Parks

The mission of the Department of Parks is to conserve, manage, sustain, and enhance parks' natural and cultural resources and public green spaces for the enjoyment, enlightenment, and enrichment of the Cincinnati community.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 4,696,360 | 4,593,380 | 4,503,010 | (90,370) | 4,299,140 |
| Employee Benefits | 1,472,720 | 1,329,410 | 1,522,570 | 193,160 | 1,581,840 |
| Non-Personnel | 2,901,540 | 2,961,540 | 3,187,670 | 226,130 | 3,204,070 |
| Properties | 43,000 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 9,113,620 | 8,884,330 | 9,213,250 | 328,920 | 9,085,050 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 4,415,630 | 6,129,610 | 5,453,350 | (676,260) | 5,569,610 |
| Employee Benefits | 1,693,140 | 2,107,030 | 2,333,810 | 226,780 | 2,371,200 |
| Non-Personnel | 2,871,230 | 3,402,620 | 3,489,640 | 87,020 | 3,552,440 |
| Properties | 30,000 | 30,000 | 30,300 | 300 | 30,600 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 9,010,000 | 11,669,260 | 11,307,100 | (362,160) | 11,523,850 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 18,123,620 | 20,553,590 | 20,520,350 | (33,240) | 20,608,900 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 4,751,000 | 5,416,000 | 5,826,500 | 410,500 | 5,826,500 |
| Total Full-time Equivalent Positions | 248.15 | 251.65 | 232.20 | (19.45) | 232.20 |

Departmental Budgets

Parks



Department Agencies

1. Office of The Director
2. Operations and Facility Management
3. Administration and Program Services

Agency Summaries

Agency 1: Office of The Director



Description: The Director's Office manages the entire department according to the Park Board's annual Business Plan approved by the Board of Park Commissioners.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 190,780 | 208,750 | 215,490 | 6,740 | 215,080 |
| Employee Benefits | 56,750 | 57,270 | 79,870 | 22,600 | 80,410 |
| Non-Personnel | 710 | 710 | 710 | 0 | 710 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 248,240 | 266,730 | 296,070 | 29,340 | 296,200 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 248,240 | 266,730 | 296,070 | 29,340 | 296,200 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 2.00 | 2.00 | 2.00 | 0.00 | 2.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|--|
| 29,340 | 0.00 All Funds | This agency reflects a General Fund increase due to wage increases and employee benefits increases. There is no change in FTE. |



Agency 2: Operations and Facility Management

Description: This program manages over 80,000 trees in the City's Street Tree program and provides ongoing maintenance to the park system, which includes mowing, trimming, weeding, planting, watering, pruning, and litter control per the Park Board's guidelines.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 3,282,780 | 3,023,550 | 2,547,960 | (475,590) | 2,596,710 |
| Employee Benefits | 1,045,650 | 785,760 | 896,650 | 110,890 | 936,420 |
| Non-Personnel | 2,107,060 | 2,175,760 | 2,439,590 | 263,830 | 2,448,370 |
| Properties | 43,000 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 6,478,490 | 5,985,070 | 5,884,200 | (100,870) | 5,981,500 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 4,173,350 | 5,914,600 | 5,158,690 | (755,910) | 5,271,210 |
| Employee Benefits | 1,612,250 | 2,038,390 | 2,238,140 | 199,750 | 2,274,060 |
| Non-Personnel | 2,648,170 | 3,172,750 | 3,256,120 | 83,370 | 3,314,990 |
| Properties | 30,000 | 30,000 | 30,300 | 300 | 30,600 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 8,463,770 | 11,155,740 | 10,683,250 | (472,490) | 10,890,860 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 14,942,260 | 17,140,810 | 16,567,450 | (573,360) |
| | | | | | 16,872,360 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 3,680,500 | 3,772,500 | 4,074,500 | 302,000 | 4,074,500 |
| Total Full-time Equivalent Positions | 204.35 | 206.85 | 185.40 | (21.45) | 185.40 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|--------|-----------|--|
| (207,510) | (0.20) | All Funds | This agency reflects an all funds decrease due to reimbursement and materials and supplies decreases that are partially offset by increases in contractual services. The change in FTE is due to adjustments in part-time staffing levels. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Fund | Description |
|-----------|---------|-----------|---------|--------------------|---|
| Budget | FTE | Budget | FTE | | |
| (70,690) | (2.76) | (70,690) | (2.76) | General Fund | This represents a reduction to the department's budget. This reduction will delay water feature activation at Smale Riverfront Park and Washington Park until Memorial Day. |
| 19,590 | 1.00 | 78,340 | 1.00 | Sawyer Point | This represents an increase for a Municipal Worker position for the boat dock at Smale Riverfront Park. |
| (410,380) | (13.99) | (412,290) | (13.99) | General Fund | This reflects a reduction to the department's budget. This reduction will contract out the operation of Carol Ann's Carousel at Smale Riverfront Park and eliminate vacant positions and seasonal positions related to Carousel operations. |
| 0 | (5.50) | 0 | (5.50) | General Fund | This represents a redistribution of resources for the operations and maintenance at Washington Park and Ziegler Park. |
| 418,260 | 7.50 | 428,960 | 7.50 | Krohn Conservatory | This represents a shift of resources related to operations at the Krohn Conservatory to the Krohn Conservatory Fund. |
| (418,260) | (7.50) | (428,960) | (7.50) | General Fund | |

Departmental Budgets

Parks



On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|---------|------|---------|------|----------------------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| 95,850 | 1.00 | 96,330 | 1.00 | Cincinnati Riverfront Park | This increase would add an Environmental Safety Specialist position to oversee risk management functions including training, protective equipment ordering and testing, hazardous materials handling, and pest control licensing. |
| 70,690 | 0.00 | 70,690 | 0.00 | General Fund | This represents an increase to the contractual services budget for operations related to Washington Park and Ziegler Park. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|---------------------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (158,900) | (1.00) | (161,390) | (1.00) | Income Tax-Infrastructure | This reflects a reduction to the department's budget. This reduction will hold a Truck Driver position vacant as well as increase reimbursements. |
| 88,000 | 0.00 | 88,000 | 0.00 | Sawyer Point | |



Agency 3: Administration and Program Services

Description: This program provides capital improvement and maintenance to park infrastructure, implements the Park Board's Master Plan, provides managerial oversight for the Park Board, offers nature programs, and oversees customer service and special permitting.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,222,810 | 1,361,080 | 1,739,560 | 378,480 | 1,487,350 |
| Employee Benefits | 370,330 | 486,380 | 546,050 | 59,670 | 565,010 |
| Non-Personnel | 793,770 | 785,070 | 747,370 | (37,700) | 754,990 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,386,910 | 2,632,530 | 3,032,980 | 400,450 | 2,807,350 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 242,280 | 215,010 | 294,660 | 79,650 | 298,400 |
| Employee Benefits | 80,890 | 68,640 | 95,670 | 27,030 | 97,140 |
| Non-Personnel | 223,060 | 229,870 | 233,520 | 3,650 | 237,450 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 546,230 | 513,520 | 623,850 | 110,330 | 632,990 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 2,933,140 | 3,146,050 | 3,656,830 | 510,780 | 3,440,340 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 1,070,500 | 1,643,500 | 1,752,000 | 108,500 | 1,752,000 |
| Total Full-time Equivalent Positions | 41.80 | 42.80 | 44.80 | 2.00 | 44.80 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|--|
| 510,780 | 2.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. The change in FTE reflects an increase in part-time positions. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|--------|----------|--------|--------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (93,840) | (1.00) | (95,860) | (1.00) | General Fund | This represents a shift of resources related to operations at the Krohn Conservatory to the Krohn Conservatory Fund. |
| 93,840 | 1.00 | 95,860 | 1.00 | Krohn Conservatory | |



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Safety

1) Timely Emergency Response During Inclement Weather Events

Description: Maintain timely emergency response efforts integrated with City's overall emergency response during storms, floods, and other inclement weather events. This relates to Urban Forestry's responsiveness to downed trees and branches in parks, on public property, and blocking streets. This includes implementing the Riverfront Parks flood plan when flooding occurs at Yeatman's Cove, Theodore M. Berry International Friendship, Sawyer Point, Smale Riverfront Park, California Nature Preserve and Margrish Preserve.

Key Steps/Progress Milestones:

Response mobilization, in conjunction with other City departments, during emergency events as they occur.

Fund(s): 428

Performance Indicator(s):

- Number of Customer Service Requests (CSRs) from CAGIS
- Response time for CSRs

Thriving Neighborhoods

1) Ongoing Beautification of Parks' Properties & Resources

Description: Provide and maintain a park system that increases community engagement; enhances overall quality of life; maintains public spaces that foster social cohesion; and leverage neighborhood revitalization.

Key Steps/Progress Milestones:

Provide quality customer service, including responses to customer service requests within the scope of Parks services.

Fund(s): 050, 428, 318, 326, 329, 330, 332

Performance Indicator(s):

Number of Customer Service Requests (CSRs) from CAGIS

2) Sustain & Enhance the Urban Forestry Street Tree Program

Description: Maintaining 1/6 of City street trees annually on a six-year cycle -- provides an increased urban street canopy (and includes over 80,000 trees in the City of Cincinnati).

Key Steps/Progress Milestones:

Completing annual Preventative Maintenance cycle

**Fund(s): 428****Performance Indicator(s):**

- Number of trees maintained
- Customer Service Requests for Urban Forestry

Fiscal Sustainability**1) Maintain and Enhance Revenue Generating Infrastructure & Programs**

Description: The Cincinnati Park Board relies upon attendance, admissions, permit and rental fees to offset operating expenses and aide in park beautification and maintenance. The revenue generated is considerable, last year, totaling \$3,234,561. These include Krohn Conservatory ticket admissions/memberships (\$951K in revenue), Explore Nature! Nature childhood education and summer camps fees (\$208K), Carol Ann's Carousel ride admissions (\$129K), Riverfront Parks special event charges and parking revenue (\$1.1M) and facility rental fees (Pavilions, lodges and garden areas, \$803K).

Key Steps/Progress Milestones:

- Continued participation in City's event permitting process improvements.
- Utilize latest trends and tactics to advertise and provide outreach to targeted populations representing the City's diversity to raise awareness about revenue generating programs, events, and services.

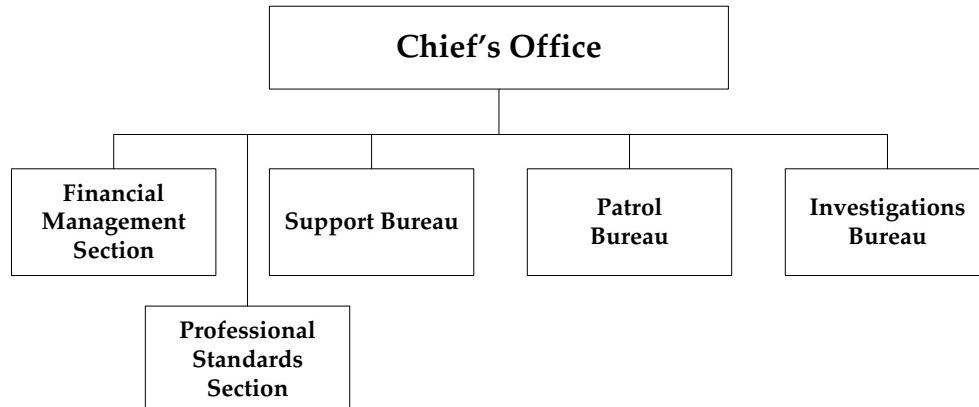
Fund(s): 333, 329, 330, 332**Performance Indicator(s):**

- Number of Special Event permits issued
- Number of Special Events held
- Revenue generated



Police

The Cincinnati Police Department will develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|--------------------|--------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 98,723,140 | 97,009,710 | 98,353,140 | 1,343,430 | 99,112,990 |
| Employee Benefits | 37,402,240 | 36,495,160 | 39,740,080 | 3,244,930 | 39,979,800 |
| Non-Personnel | 13,560,360 | 13,096,800 | 13,789,770 | 692,970 | 13,905,310 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 149,685,740 | 146,601,670 | 151,882,990 | 5,281,330 | 152,998,100 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 965,000 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 2,250,880 | 2,357,500 | 2,398,000 | 40,500 | 2,140,070 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 3,215,880 | 2,357,500 | 2,398,000 | 40,500 | 2,140,070 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 152,901,620 | 148,959,170 | 154,280,990 | 5,321,830 | 155,138,170 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 3,545,000 | 2,237,000 | 2,339,000 | 102,000 | 2,279,000 |
| Total Full-time Equivalent Positions | 1,379.46 | 1,257.46 | 1,242.00 | (15.46) | 1,242.00 |

Departmental Budgets

Police



Department Agencies

1. Patrol Bureau
2. Police Emergency Communications
3. Investigations Bureau
4. Support Bureau
5. Administration Bureau

Agency Summaries

Agency 1: Patrol Bureau

Description: This agency provides for the prevention, suppression, and investigation of crime through highly visible patrol activities and community partnerships in the Department's five Police Districts and the Central Business Section.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|--------------------|--------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 91,969,050 | 68,498,450 | 67,433,970 | (1,064,480) | 68,984,370 |
| Employee Benefits | 34,954,350 | 25,763,480 | 27,343,530 | 1,580,050 | 27,937,400 |
| Non-Personnel | 13,359,110 | 6,739,150 | 6,607,700 | (131,450) | 6,682,020 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 140,282,510 | 101,001,080 | 101,385,200 | 384,120 | 103,603,790 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 1,875,000 | 1,288,500 | 990,800 | (297,700) | 1,171,820 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,875,000 | 1,288,500 | 990,800 | (297,700) | 1,171,820 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 142,157,510 | 102,289,580 | 102,376,000 | 86,420 | 104,775,610 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 2,245,000 | 0 | 60,800 | 60,800 | 60,800 |
| Total Full-time Equivalent Positions | 1,259.46 | 893.46 | 871.00 | (22.46) | 873.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|---------|-------------------|--|
| 750,700 | (21.46) All Funds | This agency reflects an all funds increase due to wage and employee benefits increases which are partially offset by staffing reductions. The change in FTE is due to a change in how sworn staffing FTEs are presented. |



On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (149,000) | 0.00 | (149,000) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction decreases employee hospitalization costs. |
| (69,280) | (1.00) | (71,740) | (1.00) | General Fund | This reflects a reduction to the department's budget. This reduction eliminates a vacant Clerk Typist 3 position. |
| (80,000) | 0.00 | (80,000) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction eliminates tuition reimbursement. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|-----------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| 34,000 | 0.00 | 0 | 0.00 | General Fund | This increase will provide resources for improvements to interview rooms at various Police District facilities. |
| (400,000) | 0.00 | (400,000) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction will lower the total overtime appropriation to levels matching FY 2019. |

Departmental Budgets

Police



Agency 2: Police Emergency Communications A small blue diamond-shaped badge with a white police officer silhouette in the center.

Description: The Emergency Communications Center moved to the City Manager's Office as of FY 2019.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 6,754,090 | 0 | 0 | 0 | 0 |
| Employee Benefits | 2,447,890 | 0 | 0 | 0 | 0 |
| Non-Personnel | 201,250 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 9,403,230 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 965,000 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 375,880 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,340,880 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 10,744,110 | 0 | 0 | 0 | 0 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 1,300,000 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 120.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Agency 3: Investigations Bureau



Description: This agency prevents and solves crime through a variety of crime-specific units such as Homicide and Vice and specialized techniques including scientific investigative services.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 13,379,840 | 13,503,330 | 123,490 | 13,524,730 |
| Employee Benefits | 0 | 4,926,470 | 5,250,370 | 323,900 | 5,300,630 |
| Non-Personnel | 0 | 1,464,060 | 1,679,840 | 215,780 | 1,612,500 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 19,770,370 | 20,433,540 | 663,170 | 20,437,860 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 366,000 | 508,200 | 142,200 | 488,350 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 366,000 | 508,200 | 142,200 | 488,350 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 20,136,370 | 20,941,740 | 805,370 | 20,926,210 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 157.00 | 156.00 | (1.00) | 156.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|--------|-----------|---|
| 830,370 | (1.00) | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|---------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (25,000) | 0.00 | 0 | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction eliminates tuition reimbursement. |

Departmental Budgets

Police



Agency 4: Support Bureau

Description: This agency supports the line operations of the Department through supplies, transportation, police records, custody of property involved in criminal activity, in-service training; and administers the recruiting, selection, and training of new officers.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 6,859,990 | 8,357,850 | 1,497,860 | 7,673,400 |
| Employee Benefits | 0 | 2,633,830 | 3,469,790 | 835,960 | 3,069,650 |
| Non-Personnel | 0 | 2,151,620 | 2,773,360 | 621,740 | 2,698,450 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 11,645,440 | 14,601,000 | 2,955,560 | 13,441,500 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 371,000 | 424,000 | 53,000 | 214,240 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 371,000 | 424,000 | 53,000 | 214,240 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 12,016,440 | 15,025,000 | 3,008,560 | 13,655,740 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 1,000,000 | 1,188,200 | 188,200 | 1,188,200 |
| Total Full-time Equivalent Positions | 0.00 | 110.00 | 112.00 | 2.00 | 112.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|------|-----------|---|
| 3,425,410 | 8.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases, as well as transfers within the department. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (398,850) | (6.00) | (413,130) | (6.00) | General Fund | This reflects a reduction to the department's budget. This reduction eliminates vacant Clerk Typist positions in the Records Section. |
| (18,000) | 0.00 | 0 | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction eliminates tuition reimbursement. |



Agency 5: Administration Bureau

Description: This agency directs and controls all Department activities and fiscal affairs; and administers the Department's community-relations programs and youth initiatives.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 8,271,430 | 9,057,990 | 786,560 | 8,930,490 |
| Employee Benefits | 0 | 3,171,380 | 3,676,390 | 505,020 | 3,672,120 |
| Non-Personnel | 0 | 2,741,970 | 2,728,870 | (13,100) | 2,912,340 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 14,184,780 | 15,463,250 | 1,278,480 | 15,514,950 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 332,000 | 475,000 | 143,000 | 265,660 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 332,000 | 475,000 | 143,000 | 265,660 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 14,516,780 | 15,938,250 | 1,421,480 | 15,780,610 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 1,237,000 | 1,090,000 | (147,000) | 1,030,000 |
| Total Full-time Equivalent Positions | 0.00 | 97.00 | 103.00 | 6.00 | 101.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|------|-----------|---|
| 1,621,110 | 9.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases, as well as transfers within the department. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (199,640) | (3.00) | (205,270) | (3.00) | General Fund | This reflects a reduction to the department's budget. This reduction eliminates vacant Clerk Typist 3 positions in the Detail Coordination Unit. |



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Safety

1) Continue Focused Efforts and Initiatives to Reduce Violent Crime

Description: The Department's goal continues to be the maintenance of 2018 reductions achieved in the violent crime areas of homicide, felonious assault and aggravated robbery focusing specifically on deterring gun violence. This is an ongoing priority due to the high impact of safer streets on the community.

Key Steps/Progress Milestones:

- Monitor violent crime to ensure efforts foster and sustain the current downward trend
- Continue forging partnerships with other agencies to strengthen regional enforcement efforts
- Remain engaged in the Public Safety Partnership with the US Department of Justice (DOJ) which allows the Department to consult with and receive coordinated training and technical assistance and an array of resources from DOJ to enhance local violence reduction strategies
- Discuss and analyze outcomes of deterrence strategies in CIRV Governance meetings
- Deploy PIVOT strategies where data indicates a priority location and continue to expand its reach to additional identified neighborhoods as needed while considering manageability based on available resources
- Leverage grant funds to enhance and expand success of PIVOT methodologies
- Maximize the integration of problem solving initiative with PIVOT and CIRV to further success
- Intensify collaboration efforts with City departments and communities to mitigate place networks the disproportionately impact violent crime
- Cultivate the domestic violence intervention program (Divert) through enhanced efforts and partnerships.
- The Department has partnered with the U.S. Attorney's Office to pursue enhanced penalties through the prosecution of repeat domestic violence offenders in federal court.

Fund(s): Most initiatives have already been accounted for and absorbed within the operating budget or grants.

Performance Indicator(s):

- Statistics indicating a sustained downward trend in City-wide violent crime.
- Homicides - Shootings DB/RMS (CPD)
- Non-fatal shootings - Shootings DB/RMS (CPD)
- Part 1 Violent Crime - RMS (CPD)



- Part 1 Property Crime - RMS (CPD)
- Number of CIRV investigations conducted - CIRV
- Number of place-based investigations conducted – CIRV
- Number of one-on-one interventions – CIRV
- Number of youth interventions – CIRV
- Problem solving projects - PSTS/RMS (CPD)
- Domestic Violence crimes - RMS (CPD)
- DOJ PSP - study results/analysis (DOJ)

Thriving Neighborhoods

1) Community Engagement and Development

Description: The Department recognizes that crime and disorder reductions can best be sustained by community engagement coupled with strategic planning efforts. In order to do so, CPD will continue to work with and engage additional stakeholders to work towards establishing and fostering this culture where crime and disorder are not tolerated so community rebuilding can occur. This is an ongoing priority of the Department due to the significance of continued community engagement and the multi-faceted requirements for the successful refresh of the Collaborative Agreement.

Key Steps/Progress Milestones:

- Continue to implement the steps necessary for the City's recommitment to the Collaborative Agreement process.
- Evaluate and refine CPD's revitalized Problem Solving initiative and training process with the assistance of the University of Cincinnati.
- Evaluate CPD's new organizational structure related to the Problem Solving initiative with the assistance of the University of Cincinnati.
- Foster healthy, productive relationships with individual neighborhoods and the community by providing information and training in collaboration with the Collaborative Sustainability Manager.
- Continue to increase police legitimacy and the Department's positive image by following the guidelines of the 21st Century Policing model.

Fund(s): Most initiatives have been accounted for and absorbed within the annual operating budget.

**Performance Indicator(s):**

- Successful Problem Solving projects in collaboration with the community.
- Problem solving projects - PSTS/RMS (CPD)
- Number of community meetings/events participation by trained PS officers (CPD)
- Number of communities involved in efforts - PSTS/RMS (CPD)

Efficient Service Delivery**1) Increase Operational Efficiency Through Technology**

Description: CPD is committed to leverage its resources through law enforcement technology advances. The priority of the Department is to integrate its current and future technological systems to maximize the efficiency of operational and administrative processes.

Key Steps/Progress Milestones:

- Expand ShotSpotter technology to Price Hill and integrate with CAD system.
- Upgrade the Department's Records Management System to provide less duplicative and more intuitive work processes to increase efficiencies.
- Continue to participate in emerging technology developments that prioritize the involvement of the back-end user needs.
- Test new equipment and software that allows the Department to maximize investment returns.
- Develop long-term goals and strategies for Departmental technology implementations that avoid system silos and minimize costs.
- Continue to collaborate with City stakeholders regarding CPD systems and needs.

Fund(s): General and IT Capital funds.

Performance Indicator(s):

Successful implementation or advancement of the following:

- ShotSpotter expansion;
- Kronos scheduling;
- RMS solution;



- GPS and situational awareness tools;
- Employee Tracking System and Early Warning indicators;
- Body Worn Camera equipment upgrades;
- Wireless systems for instantaneous footage uploads;
- In-car camera system upgrades.

Fiscal Sustainability

1) Maintain Departmental Reductions in Overtime Spending

Description: CPD has been monitoring its overtime expenditures in its various divisions and has mitigated several contributory factors in order to accomplish overtime cost reductions in 2018. The Department has also been successful in its collection efforts for reimbursable overtime for Police details. This priority is included because of the importance of managing the operating budget of the Department in order to benefit the City as a whole.

Key Steps/Progress Milestones:

- Continue to adhere to the recommendations of the 2016 Office of Citizen Complaint and Internal Audit report and State audit performed in 2018.
- Implement a quarterly budget audit/review process.
- Continue to identify and review personnel that are peer group overtime outliers in Departmental audits.
- Continue to monitor and outstanding overtime reimbursement due.
- Maintain improved collection efforts for these reimbursements at the Department level.
- Establish and monitor adherence to Kronos online timekeeping rules and procedures to improve real-time management of overtime.

Fund(s): Ongoing Kronos and Work Force Ready system licensing costs have been added to the annual operating budget.

Performance Indicator(s):

Maintain the overtime spending reduction identified in the 2018 CPD Inspections Overtime Audit.

- Average OT expenditure/pay period (discretionary) – CPD
- Average OT expenditure/pay period (non-discretionary) – CPD



- Number of mandatory off days used (by PO, assignment and district) – CPD
- CPD Inspections Section audit - CPD
- Outstanding accounts (past 90 days) for reimbursable OT – CPD
- Outstanding amount (past 90 days) for reimbursable OT – CPD
- Reimbursable OT amounts received - CPD/CFS
- Audit(s) recommendation data - CPD/Kronos

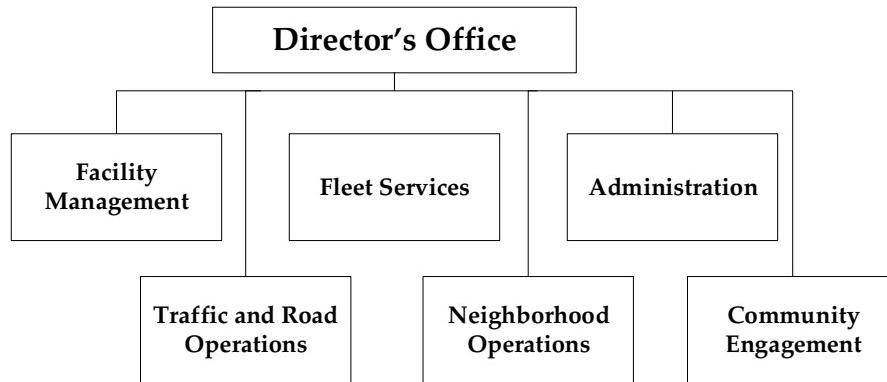


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Public Services

The mission of the Public Services Department is to be a service organization that promotes partnerships with neighborhood residents and businesses to solve problems and provide efficient management of public infrastructure and quality facility assets.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 5,799,510 | 4,949,530 | 5,045,690 | 96,160 | 5,130,250 |
| Employee Benefits | 2,213,980 | 1,983,730 | 2,108,290 | 124,560 | 2,153,250 |
| Non-Personnel | 8,402,550 | 8,289,460 | 7,214,450 | (1,075,010) | 7,261,850 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 16,416,040 | 15,222,720 | 14,368,430 | (854,290) | 14,545,350 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 11,740,780 | 14,045,600 | 15,606,830 | 1,561,230 | 16,003,520 |
| Employee Benefits | 4,480,200 | 5,578,260 | 6,594,330 | 1,016,070 | 6,788,270 |
| Non-Personnel | 8,483,690 | 8,222,220 | 11,904,480 | 3,682,260 | 10,601,460 |
| Properties | 30,430 | 30,430 | 107,130 | 76,700 | 88,260 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 24,735,100 | 27,876,510 | 34,212,770 | 6,336,260 | 33,481,510 |
| Internal Service Funds | 16,937,340 | 17,002,700 | 17,818,280 | 815,580 | 17,934,150 |
| Total | 58,088,480 | 60,101,930 | 66,399,480 | 6,297,550 | 65,961,010 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 19,424,160 | 21,335,160 | 22,345,770 | 1,010,610 | 22,601,560 |
| Total Full-time Equivalent Positions | 449.00 | 464.00 | 483.00 | 19.00 | 483.00 |

Departmental Budgets

Public Services



Department Agencies

1. Office of The Director
2. Traffic And Road Operations
3. Neighborhood Operations
4. City Facility Management
5. Fleet Services

Agency Summaries

Agency 1: Office of The Director

Description: This project provides administrative support to the Public Services Department including human resources, accounting, safety, and communications.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 639,430 | 726,890 | 850,260 | 123,370 | 862,440 |
| Employee Benefits | 177,570 | 236,840 | 282,200 | 45,360 | 287,810 |
| Non-Personnel | 89,490 | 91,100 | 104,760 | 13,660 | 105,270 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 906,490 | 1,054,830 | 1,237,220 | 182,390 | 1,255,520 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 91,150 | 94,340 | 95,470 | 1,130 | 96,150 |
| Employee Benefits | 32,800 | 35,870 | 38,250 | 2,380 | 39,050 |
| Non-Personnel | 74,830 | 65,970 | 50,590 | (15,380) | 51,260 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 198,780 | 196,180 | 184,310 | (11,870) | 186,460 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 1,105,270 | 1,251,010 | 1,421,530 | 170,520 | 1,441,980 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 9.00 | 10.00 | 11.00 | 1.00 | 11.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|---|
| 186,920 | 1.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. The change in FTE is due to a personnel transfer. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Description | |
|---------|------|---------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | Description |
| (360) | 0.00 | (360) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction eliminates tuition reimbursement. |



On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|---------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (16,040) | 0.00 | (16,040) | 0.00 | Income Tax-Infrastructure | This reflects a reduction to the department's budget. This reduces data processing expenses due to cost savings from technological upgrades. |

Departmental Budgets

Public Services



Agency 2: Traffic And Road Operations

Description: This agency provides repair and maintenance for all roadway signal, and lighting, potholes, pavement, curbs and other asphalt and concrete structures as well as Winter Operations services.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 96,150 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 96,150 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 6,621,970 | 7,209,580 | 7,719,220 | 509,640 | 7,921,510 |
| Employee Benefits | 2,596,500 | 3,030,550 | 3,475,400 | 444,850 | 3,592,740 |
| Non-Personnel | 4,596,920 | 4,604,860 | 6,955,840 | 2,350,980 | 5,622,900 |
| Properties | 30,430 | 30,430 | 30,730 | 300 | 31,040 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 13,845,820 | 14,875,420 | 18,181,190 | 3,305,770 | 17,168,190 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 13,941,970 | 14,875,420 | 18,181,190 | 3,305,770 | 17,168,190 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 155.00 | 155.00 | 166.00 | 11.00 | 166.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|--|
| 156,410 | 0.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Fund | Description |
|-----------|------|-----------|------|--|--|
| Budget | FTE | Budget | FTE | | |
| 457,830 | 2.00 | 264,970 | 2.00 | Street Construction Maintenance & Repair | This increase will provide for staffing and resources for road structure repairs, such as guardrails and attenuators. |
| (78,760) | 0.00 | (78,760) | 0.00 | Income Tax-Infrastructure | This reflects a reduction to the department's budget. This represents a reduction in fleet expenses in the Transportation and Road Operations Division (TROD) due to redundancy from reimbursements. |
| 399,200 | 0.00 | 401,070 | 0.00 | Street Construction Maintenance & Repair | This represents a shift of funding for traffic signal systems operational costs from the Income Tax-Infrastructure Fund to the Street Construction Maintenance & Repair Fund. |
| (399,200) | 0.00 | (401,070) | 0.00 | Income Tax-Infrastructure | |
| 1,200,000 | 0.00 | 600,000 | 0.00 | Municipal Motor Vehicle License Tax | This represents an increase in funding for Winter Operations and an increase in sundry contractual services used for emergency contingencies. |
| 65,000 | 0.00 | 65,000 | 0.00 | Street Construction Maintenance & Repair | This increase will provide funding for the masonry and road materials needed to fill potholes. |
| 230,100 | 2.00 | 175,440 | 2.00 | Street Construction Maintenance & Repair | This increase will provide staffing and resources for the repair of hard surfaces related to roadway maintenance, such as curbs. |



On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|---------|------|---|--|
| Budget | FTE | Budget | FTE | Fund | |
| 177,160 | 0.00 | 177,160 | 0.00 | Street Construction Maintenance & Repair | This increase provides funding for an increase in disposal contract fees. The price per load under the current contract is over 200% more than the prior contract. |
| 1,098,040 | 7.00 | 618,660 | 7.00 | Street Construction Maintenance & Repair | This increase will provide additional staff and resources for pavement repair activities. |

Departmental Budgets

Public Services



Agency 3: Neighborhood Operations

Description: This agency provides curbside collection of solid waste, yard waste, tire collection, and litter pickup citywide; provides clean, safe and aesthetically pleasing neighborhoods, streets and green space; and conducts Street Sweeping services.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 4,995,430 | 4,048,320 | 4,016,330 | (31,990) | 4,090,230 |
| Employee Benefits | 1,957,470 | 1,658,320 | 1,730,090 | 71,770 | 1,768,780 |
| Non-Personnel | 5,414,980 | 5,325,170 | 4,338,850 | (986,320) | 4,376,410 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 12,367,880 | 11,031,810 | 10,085,270 | (946,540) | 10,235,420 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 3,435,910 | 5,077,610 | 6,187,490 | 1,109,880 | 6,301,600 |
| Employee Benefits | 1,218,050 | 1,855,810 | 2,386,850 | 531,040 | 2,440,790 |
| Non-Personnel | 2,733,950 | 2,416,110 | 3,740,330 | 1,324,220 | 3,758,460 |
| Properties | 0 | 0 | 76,400 | 76,400 | 57,220 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 7,387,910 | 9,349,530 | 12,391,070 | 3,041,540 | 12,558,070 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 19,755,790 | 20,381,340 | 22,476,340 | 22,793,490 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 2,150,820 | 4,150,820 | 4,444,820 | 294,000 | 4,522,820 |
| Total Full-time Equivalent Positions | 185.00 | 200.00 | 206.00 | 6.00 | 206.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|------|-----------|---|
| 1,437,370 | 0.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases as well as the addition of litter pickup crews in FY 2019. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|--|---|
| Budget | FTE | Budget | FTE | Fund | |
| (33,960) | (1.00) | (34,690) | (1.00) | General Fund | This reflects a reduction to the department's budget. This represents a shift of funding for dead animal removal to the Street Construction Maintenance & Repair Fund. |
| 33,960 | 1.00 | 34,690 | 1.00 | Street Construction Maintenance & Repair | |
| 244,540 | 0.00 | 244,540 | 0.00 | Street Construction Maintenance & Repair | This increase will provide funding to maintain the gateway greenspace throughout the City. |
| 856,820 | 0.00 | 856,820 | 0.00 | Stormwater Management | This reflects a reduction to the department's budget. This represents a shift of non-personnel fleet and fuel expenses related to greenspace maintenance to the Stormwater Management Fund. |
| (856,820) | 0.00 | (856,820) | 0.00 | General Fund | |
| 119,700 | 1.00 | 121,030 | 1.00 | Street Construction Maintenance & Repair | This reflects a reduction to the department's budget. This represents a shift of funding for graffiti abatement to the Street Construction Maintenance & Repair Fund. |
| (119,700) | (1.00) | (121,030) | (1.00) | General Fund | |
| 163,920 | 2.00 | 166,850 | 2.00 | Street Construction Maintenance & Repair | This reflects a reduction to the department's budget. This represents a shift of funding for code enforcement efforts to the Street Construction Maintenance & Repair Fund. |
| (163,920) | (2.00) | (166,850) | (2.00) | General Fund | |



On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Fund | Description |
|-----------|------|-----------|------|--|--|
| Budget | FTE | Budget | FTE | | |
| 338,480 | 0.00 | 378,800 | 0.00 | General Fund | This increase will provide additional funding to compensate for increases in solid waste tonnage and price increases for the Solid Waste Curbside Collection Program. |
| (399,650) | 0.00 | (399,650) | 0.00 | General Fund | This reflects a reduction to the department's budget. This eliminates leveraged support for Keep Cincinnati Beautiful (KCB). |
| 400,000 | 5.00 | 400,000 | 5.00 | Stormwater Management | This increase provides additional staffing and the appropriate equipment for the purpose of forming additional litter pickup crews. |
| 74,260 | 1.00 | 77,590 | 1.00 | Street Construction Maintenance & Repair | This increase will provide additional staffing for customer service related requests. |
| 121,160 | 0.00 | 121,160 | 0.00 | Street Construction Maintenance & Repair | This reflects a reduction to the department's budget. This represents a shift of funding for right-of-way cleaning to the Street Construction Maintenance & Repair Fund. |
| (121,160) | 0.00 | (121,160) | 0.00 | General Fund | |

Departmental Budgets

Public Services



Agency 4: City Facility Management

Description: This program provides management, architectural services and maintenance of all city-owned buildings.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 66,210 | 69,930 | 73,490 | 3,560 | 72,730 |
| Employee Benefits | 28,610 | 31,870 | 34,670 | 2,800 | 34,840 |
| Non-Personnel | 2,800,530 | 2,871,860 | 2,769,880 | (101,980) | 2,779,200 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,895,350 | 2,973,660 | 2,878,040 | (95,620) | 2,886,770 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 1,591,750 | 1,664,070 | 1,604,650 | (59,420) | 1,684,260 |
| Employee Benefits | 632,850 | 656,030 | 693,830 | 37,800 | 715,690 |
| Non-Personnel | 1,077,990 | 1,135,280 | 1,157,720 | 22,440 | 1,168,840 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 3,302,590 | 3,455,380 | 3,456,200 | 820 | 3,568,790 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 6,197,940 | 6,429,040 | 6,334,240 | (94,800) | 6,455,560 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 7,500 | 7,500 | 57,500 | 50,000 | 57,500 |
| Total Full-time Equivalent Positions | 29.00 | 28.00 | 28.00 | 0.00 | 28.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|----------|------|-----------|---|
| (33,320) | 0.00 | All Funds | This agency reflects an all funds decrease due to a reduction in contractual services. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Fund | Description |
|----------|------|----------|------|--------------|--|
| Budget | FTE | Budget | FTE | | |
| 40,000 | 0.00 | 40,000 | 0.00 | General Fund | This increase will provide additional resources to fund maintenance and repair work at the Radcliff facility, 19 West Elder Street, and the former One-Stop Permit Center. |
| (62,320) | 0.00 | (62,320) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduces leveraged support for 3CDC (for Fountain Square) and eliminates leveraged support for The Corporation for Findlay Market. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | Fund | Description |
|----------|------|---------|------|---------------------------|---|
| Budget | FTE | Budget | FTE | | |
| (39,160) | 0.00 | 0 | 0.00 | Income Tax-Infrastructure | This reflects a reduction to the department's budget. This represents a reduction in personnel costs due to additional expected position vacancy savings. |



Agency 5: Fleet Services

Description: This core focus program is dedicated to public safety and service excellence by providing to all City agencies the necessary equipment to perform their core service functions.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 98,440 | 104,390 | 105,610 | 1,220 | 104,850 |
| Employee Benefits | 50,330 | 56,700 | 61,330 | 4,630 | 61,820 |
| Non-Personnel | 1,400 | 1,330 | 960 | (370) | 970 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 150,170 | 162,420 | 167,900 | 5,480 | 167,640 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 16,937,340 | 17,002,700 | 17,818,280 | 815,580 | 17,934,150 |
| Total | 17,087,510 | 17,165,120 | 17,986,180 | 821,060 | 18,101,790 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 17,265,840 | 17,176,840 | 17,843,450 | 666,610 | 18,021,240 |
| Total Full-time Equivalent Positions | 71.00 | 71.00 | 72.00 | 1.00 | 72.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|---|
| 5,480 | 1.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. The change in FTE is due to the addition of a Fleet Services Manager. |



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Efficient Service Delivery

1) Snow Removal

Description: Continue to ensure the Department and the City are prepared for a winter weather event with the goal of making all streets passable 24 hours after the last snow fall of each event.

Key Steps/Progress Milestones:

- Continue to prioritize snow routes and mapping, while finding the best ways to increase engagement within the City to improve snow operations (need the assistance of ETS or vendor).
- Conduct extensive training for operators.
- Conduct dry run on all routes for improved efficiency.
- Utilize the best methods to increase communication with the Public, including via CincyInsights.

Fund(s): Fund 301 and Fund 306

Data Capture:

- Lane miles treated prior and during snow events
- Vehicles with completed winter operations maintenance as of November 1
- Number of Slippery Street CSRs received more than 24 hours after the last snowfall

Thriving & Healthy Neighborhoods

1) Blight Prevention and Removal

Description: The goal for the Street Sweeping, Greenspace, Neighborhood Litter, "Blitz" Cleanup, and Private Lot Abatement (PLAP) programs is to remove litter and improve the quality of life in neighborhoods.

Street Sweeping: Street sweeping plays a critical role in keeping Cincinnati's streets, air, and water clean. A clean street keeps storm drains clear of debris, helps prevent localized street flooding due to clogged catch basins, and prevents pollutants from reaching the waterways. DPS's sweeping program consists of five sweepers and three dirt trucks, sweeping city streets once per month on static routes. Currently, the street sweeper program covers 3,200 curb lane miles.

Greenspace: The Greenspace Maintenance Plan contains city owned areas maintained by DPS such as lots, steps, walls and concrete islands. Greenspace sites are located near, next to or in the right-of-way. Currently, there are 1,252 sites in the greenspace plan. The plan is updated as new sites are identified and included. A crew of 14 FTEs cleans and maintains the greenspace sites. The goal of Greenspace is to maintain safety in the right-of-way by cutting anything impacting the line-of-sight or removing hazards that impact the right-of-way.



Neighborhood Litter: The Neighborhood Litter Program started in January 2019. A dedicated crew of 15 FTEs litter pick in the right-of-way. The goal of the program is to reduce litter in the Right-of-Way (ROW) and reduce the amount of litter going into the storm water system. This program will help fulfill the City's Ohio EPA National Pollutant Discharge Elimination System (NPDES)/Municipal Separate Storm Sewer System permit requirements.

"Blitz" Cleanup: The Blitz program runs April to October. It is a week long focused cleaning efforts in specific neighborhood(s). DPS works with Community Councils to identify areas to focus services on during their Blitz week. The Blitz occurs in all 52 neighborhoods.

Private Lot Abatement: The PLAP was formed through a proposal by Mayor Cranley to clean up overgrown lots and blight on private property in Cincinnati neighborhoods. PLAP has two critical components: civil citation issuance (via code enforcement), and lot cleaning/abatement. The PLAP programs aims to promote thriving, clean, safe, and healthy neighborhoods through cleaning and abatement of private lots, while increasing code enforcement and civil citation revenue (for reinvestment back into PLAP).

Key Steps/Progress Milestones:

- Street Sweeping, Greenspace, Neighborhood Litter, & "Blitz" Cleanup
- Clean identified routes and locations reducing litter.
- Maintain identified locations following schedule to service.
- Coordinate and partner efforts with neighborhoods leaders, Keep Cincinnati Beautiful (KCB), and Ohio Department of Transportation (ODOT) to combat litter, increase greenspace maintenance, and increase community participation.
- Private Lot Abatement
- Work with Law Department and the Hamilton County Land Bank to formulate a sustainable solution to reduce the number of properties in PLAP.

Fund(s): 050, 107, 301

Performance Indicator(s):

- Lots abated
- Lots maintained after initial abatement
- Number of neighborhood cleanups ("Blitz")
- Street sweeping lane miles completed
- Number of greenspace sites maintained
- Amount of trash collected



2) Street and Right-of-Way Maintenance

Description: The goal for Traffic and Road Operations Division's (TROD) Pothole, Catch Basin Cleaning, Structure Maintenance and Repair, Traffic Signals, Traffic Signs and Special Event programs is to provide the community with clean and safe travel conditions in the City's public right-of-way.

Potholes: TROD responds to Citizen Service Requests (CSRs) to fill potholes. Potholes are filled using bagged cold patch or hot asphalt.

Catch Basin Cleaning: TROD cleans out approximately 15,000 stormwater catch basins per fiscal year

Structure Maintenance and Repair: TROD is responsible to maintain and repair damaged guardrails and attenuators (crash safety barriers)

Traffic Signals: TROD troubleshoots traffic signal outages and repairs damages to traffic signals. TROD also performs preventative maintenance on controllers at intersections

Traffic Control: TROD is responsible for the maintenance of faded signs as well as the installation of some new signs. TROD is responsible for the maintenance of line stripping in the right of way (linear footage)

Special Events: TROD provides, sets up and takes down barriers for street closures due to special events.

Key Steps/Progress Milestones:

- Potholes, Traffic Signals and Traffic Signs
- Response to Citizen Service Requests (CSRs) to complete repairs
- Number of Special Events
- Traffic Intersection PMs
- Line Stripping Linear Footage

Fund(s): 301, 302, 306

Performance Indicator(s):

- Number of potholes filled
- Number of catch basins cleaned
- Number of guardrails repaired
- Number of attenuators repaired
- Number of traffic signals maintained
- Number of special events provided with barricades



Fiscal Sustainability

1) Fleet Modernization and Rightsizing

Description: The goal of modernization and rightsizing the City fleet is to improve the capacity of departments to deliver services. Implement the fleet modernization master plan as funding allows and proceed with Phase 2 of the fleet right sizing plan.

Key Steps/Progress Milestones:

- Using the fleet modernization masterplan as a baseline, create the specific FY20 replacement plan and procurement schedule.
- Update fleet modernization model and align plan to insure City is on track to achieve fleet lifecycle goals.
- Follow up on fleet utilization study and propose vehicle and equipment reductions.
- Track maintenance, repair, and fuel cost avoidance/savings.

Fund(s): 202, 882, 980

Performance Indicator(s):

- Number of vehicles/equipment out of lifecycle
- Percentage of vehicles/equipment out of lifecycle
- Number of vehicles/equipment purchased (CAP)
- Number of vehicles/equipment purchased (CIP)
- Number of fleet vehicles placed in service (FY)
- Number of vehicles/equipment reduced (FY)
- Fleet maintenance costs (average monthly)
- Average downtime for vehicles



Recreation

The Cincinnati Recreation Commission is dedicated to providing recreational and cultural activities for all people in our neighborhoods and the whole community. We believe that by enhancing people's personal health and wellness, we strengthen and enrich the lives of our citizens and build a spirit of community in our City.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 9,596,730 | 10,115,020 | 9,680,650 | (434,370) | 10,744,400 |
| Employee Benefits | 3,009,080 | 3,226,200 | 3,326,440 | 100,240 | 3,657,000 |
| Non-Personnel | 2,813,740 | 2,801,270 | 2,772,860 | (28,410) | 2,812,400 |
| Properties | 25,900 | 25,480 | 25,330 | (150) | 25,560 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 15,445,450 | 16,167,970 | 15,805,280 | (362,690) | 17,239,360 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 4,551,340 | 5,049,270 | 5,965,950 | 916,680 | 4,981,760 |
| Employee Benefits | 723,540 | 775,770 | 1,061,080 | 285,310 | 789,880 |
| Non-Personnel | 6,789,910 | 7,231,020 | 7,099,530 | (131,490) | 7,129,150 |
| Properties | 13,160 | 13,160 | 13,290 | 130 | 13,420 |
| Debt Service | 310,050 | 297,290 | 40,630 | (256,660) | 39,130 |
| Operating Total | 12,388,000 | 13,366,510 | 14,180,480 | 813,970 | 12,953,340 |
| Internal Service Funds | 30,530 | 33,170 | 33,170 | 0 | 33,170 |
| Total | 27,863,980 | 29,567,650 | 30,018,930 | 451,280 | 30,225,870 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 6,103,000 | 6,103,000 | 11,003,000 | 4,900,000 | 11,003,000 |
| Total Full-time Equivalent Positions | 394.64 | 411.51 | 411.79 | 0.28 | 412.81 |

Departmental Budgets

Recreation



Department Agencies

1. West Region
2. East Region
3. Central Region
4. Maintenance
5. Golf
6. Athletics
7. Support Services

Agency Summaries

Agency 1: West Region



Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the western portion of the city with social, athletic, educational, and recreational activities.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,793,480 | 1,902,450 | 1,919,140 | 16,690 | 1,932,270 |
| Employee Benefits | 638,660 | 658,900 | 725,400 | 66,500 | 734,320 |
| Non-Personnel | 471,040 | 467,280 | 460,520 | (6,760) | 463,830 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,903,180 | 3,028,630 | 3,105,060 | 76,430 | 3,130,420 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 665,360 | 880,000 | 856,400 | (23,600) | 856,400 |
| Employee Benefits | 29,630 | 39,160 | 38,120 | (1,040) | 38,120 |
| Non-Personnel | 152,970 | 205,600 | 219,260 | 13,660 | 220,380 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 847,960 | 1,124,760 | 1,113,780 | (10,980) | 1,114,900 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 3,751,140 | 4,153,390 | 4,218,840 | 65,450 | 4,245,320 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 4,900,000 | 4,900,000 | 4,900,000 |
| Total Full-time Equivalent Positions | 66.63 | 72.47 | 72.47 | 0.00 | 72.65 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|--|
| 65,450 | 0.00 All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. There is no change in FTE. |



Agency 2: East Region

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the eastern portion of the city with social, athletic, educational, and recreational activities.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,170,850 | 1,345,310 | 1,340,300 | (5,010) | 1,599,890 |
| Employee Benefits | 391,180 | 438,520 | 451,350 | 12,830 | 528,440 |
| Non-Personnel | 400,010 | 382,310 | 383,060 | 750 | 395,090 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,962,040 | 2,166,140 | 2,174,710 | 8,570 | 2,523,420 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 1,250,660 | 1,030,000 | 1,266,440 | 236,440 | 1,009,900 |
| Employee Benefits | 124,720 | 45,850 | 116,420 | 70,570 | 44,960 |
| Non-Personnel | 173,830 | 257,200 | 262,040 | 4,840 | 253,500 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,549,210 | 1,333,050 | 1,644,900 | 311,850 | 1,308,360 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 3,511,250 | 3,499,190 | 3,819,610 | 320,420 | 3,831,780 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 66.56 | 70.85 | 70.85 | 0.00 | 71.01 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|--|
| 320,420 | 0.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. There is no change in FTE. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|---------|------|-------------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| 337,350 | 0.00 | 0 | 0.00 | Recreation Special Activities | This reflects a reduction to the department's budget. This reduction results in a one-time funding source shift from the General Fund to the Recreation Special Activities Fund for some center operations including the Bush Center operations. |
| (337,350) | 0.00 | 0 | 0.00 | General Fund | |

Departmental Budgets

Recreation



Agency 3: Central Region

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the central portion of the city with social, athletic, educational, and recreational activities.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,550,610 | 1,617,140 | 1,340,030 | (277,110) | 1,910,630 |
| Employee Benefits | 541,880 | 538,270 | 466,590 | (71,680) | 672,710 |
| Non-Personnel | 420,500 | 404,360 | 383,260 | (21,100) | 414,710 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,512,990 | 2,559,770 | 2,189,880 | (369,890) | 2,998,050 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 1,027,430 | 925,000 | 1,447,260 | 522,260 | 906,100 |
| Employee Benefits | 112,830 | 41,190 | 236,400 | 195,210 | 40,330 |
| Non-Personnel | 211,580 | 262,890 | 309,850 | 46,960 | 273,100 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,351,840 | 1,229,080 | 1,993,510 | 764,430 | 1,219,530 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 3,864,830 | 3,788,850 | 4,183,390 | 394,540 |
| | | | | | 4,217,580 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 70.01 | 76.77 | 76.77 | 0.00 | 77.02 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|---|
| 394,540 | 0.00 | All Funds | This agency reflects an all funds increase due to the receipt of a boating safety grant and to wage increases and employee benefits increases. There is no change in FTE. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|---------|------|-------------------------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| 766,330 | 0.00 | 0 | 0.00 | Recreation Special Activities | This reflects a reduction to the department's budget. This reduction results in a one-time funding source shift from the General Fund to the Recreation Special Activities Fund for some recreation centers including Hirsch Center operations and Bond Hill Center operations for FY 2020. |
| (766,330) | 0.00 | 0 | 0.00 | General Fund | |



Agency 4: Maintenance

Description: The Maintenance Division maintains the infrastructure of the department and provides clean and safe playgrounds, athletic fields, and recreation sites to improve the quality of life for all citizens of Cincinnati through quality recreation opportunities.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,418,280 | 1,491,050 | 1,442,060 | (48,990) | 1,455,670 |
| Employee Benefits | 457,430 | 583,400 | 605,630 | 22,230 | 621,590 |
| Non-Personnel | 965,330 | 994,080 | 995,240 | 1,160 | 984,930 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,841,040 | 3,068,530 | 3,042,930 | (25,600) | 3,062,190 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 484,550 | 1,319,120 | 1,323,680 | 4,560 | 1,326,210 |
| Employee Benefits | 285,240 | 516,760 | 525,780 | 9,020 | 528,870 |
| Non-Personnel | 256,300 | 208,680 | 178,900 | (29,780) | 181,010 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,026,090 | 2,044,560 | 2,028,360 | (16,200) | 2,036,090 |
| Internal Service Funds | | | | | |
| | Total | 3,867,130 | 5,113,090 | 5,071,290 | (41,800) 5,098,280 |
| Consolidated Plan Projects (CDBG) | | | | | |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 61.56 | 62.56 | 61.84 | (0.72) | 61.84 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|--------|-----------|---|
| 42,830 | (0.72) | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. The change in FTE is due to adjustments in seasonal, part-time staffing levels. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|----------|------|----------|------|---------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (84,630) | 0.00 | (84,630) | 0.00 | Income Tax-Infrastructure | This reflects a reduction to the department's budget. This represents a one-time reduction in materials and supplies in the Indoor Maintenance Division. |

Departmental Budgets

Recreation



Agency 5: Golf

Description: The Cincinnati Recreation Commission's Golf Division provides full service, high quality, and value-driven golf experiences to the citizens of Cincinnati.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 146,840 | 149,530 | 151,920 | 2,390 | 153,960 |
| Employee Benefits | 51,390 | 49,950 | 52,730 | 2,780 | 53,900 |
| Non-Personnel | 5,072,090 | 5,532,020 | 5,211,110 | (320,910) | 5,265,740 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 310,050 | 297,290 | 40,630 | (256,660) | 39,130 |
| Operating Total | 5,580,370 | 6,028,790 | 5,456,390 | (572,400) | 5,512,730 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 5,580,370 | 6,028,790 | 5,456,390 | (572,400) | 5,512,730 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 5,900,000 | 5,900,000 | 5,900,000 | 0 | 5,900,000 |
| Total Full-time Equivalent Positions | 2.00 | 2.00 | 2.00 | 0.00 | 2.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|-----------|----------------|--|
| (572,400) | 0.00 All Funds | This agency reflects an all funds decrease due to a decrease in rent charges and in debt service payments relating to a maturing debt service schedule. There is no change in FTE. |



Agency 6: Athletics

Description: The Athletics, Aquatics, and Special Populations Division provides a variety of fun, safe, and high quality programs. Special populations include seniors and individuals with disabilities.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 2,099,000 | 2,133,360 | 2,145,090 | 11,730 | 2,331,680 |
| Employee Benefits | 498,480 | 474,070 | 499,120 | 25,050 | 510,030 |
| Non-Personnel | 376,320 | 378,630 | 380,030 | 1,400 | 382,490 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,973,800 | 2,986,060 | 3,024,240 | 38,180 | 3,224,200 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 733,490 | 618,620 | 790,420 | 171,800 | 596,770 |
| Employee Benefits | 55,400 | 44,590 | 52,230 | 7,640 | 43,620 |
| Non-Personnel | 688,440 | 604,670 | 704,320 | 99,650 | 719,780 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,477,330 | 1,267,880 | 1,546,970 | 279,090 | 1,360,170 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 4,451,130 | 4,253,940 | 4,571,210 | 317,270 | 4,584,370 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 91.74 | 90.74 | 90.74 | 0.00 | 91.17 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|---|
| 317,270 | 0.00 | All Funds | This agency reflects an all funds increase due to increases for contractors in athletics and wage increases and employee benefits increases. There is no change in FTE. |

One-Time Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|---------|------|-------------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| 20,000 | 0.00 | 0 | 0.00 | Recreation Special Activities | This reflects a reduction to the department's budget. This reduction results in a one-time funding source shift from the General Fund to the Recreation Special Activities Fund for Therapeutics program operations. |
| (20,000) | 0.00 | 0 | 0.00 | General Fund | |
| 182,260 | 0.00 | 0 | 0.00 | Armleder Projects | This reflects a reduction to the department's budget. This reduction results in a one-time funding source shift from the General Fund to the Armleder Fund for Armleder Aquatics. |
| (182,260) | 0.00 | 0 | 0.00 | General Fund | |

Departmental Budgets

Recreation



Agency 7: Support Services

Description: The Support Services Division sets department policies and is responsible for public relations, master planning, information technology, comprehensive financial management, oversight of records, and administration of the capital improvement plan.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 1,564,510 | 1,625,710 | 1,494,030 | (131,680) | 1,514,260 |
| Employee Benefits | 481,460 | 533,040 | 578,350 | 45,310 | 589,910 |
| Non-Personnel | 180,540 | 174,610 | 170,750 | (3,860) | 171,350 |
| Properties | 25,900 | 25,480 | 25,330 | (150) | 25,560 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,252,410 | 2,358,840 | 2,268,460 | (90,380) | 2,301,080 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 243,010 | 127,000 | 129,830 | 2,830 | 132,420 |
| Employee Benefits | 64,330 | 38,270 | 39,400 | 1,130 | 40,080 |
| Non-Personnel | 234,700 | 159,960 | 214,050 | 54,090 | 215,640 |
| Properties | 13,160 | 13,160 | 13,290 | 130 | 13,420 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 555,200 | 338,390 | 396,570 | 58,180 | 401,560 |
| Internal Service Funds | 30,530 | 33,170 | 33,170 | 0 | 33,170 |
| Total | 2,838,140 | 2,730,400 | 2,698,200 | (32,200) | 2,735,810 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 203,000 | 203,000 | 203,000 | 0 | 203,000 |
| Total Full-time Equivalent Positions | 36.14 | 36.12 | 37.12 | 1.00 | 37.12 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|---|
| 165,480 | 1.00 | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases. The change in FTE is due to adjustments in seasonal, part-time staffing levels. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|-----------|------|-------------------------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| (247,680) | 0.00 | (247,680) | 0.00 | General Fund | This reflects a reduction to the department's budget. This eliminates leveraged support for the Summer Youth Jobs Initiative. |
| 50,000 | 0.00 | 50,000 | 0.00 | Recreation Special Activities | This increase will fund a sublease payment related to Westwood Town Hall as part of a development agreement. |



Growing Economic Opportunities

1) Grow the Youth to Work Program

Description: CRC manages the City summer youth program where 500 or more young people are employed in public, private, and non-profit work environments across the city.

Key Steps/Progress Milestones:

Expand the number of youth and young adults that are hired and placed in meaningful jobs incrementally each year until program participation reaches one thousand by year 2020.

Fund(s) : Community Development Block Grant, CRC, City and private sector

Performance Indicator(s):

- Increase in youth and young adult employment
- Increase private sector and not for profit sector employers i.e., job placement sites.

Thriving Neighborhoods

1) After School Programming

Description: CRC provides quality after school and before school care that involves a curriculum to include home work, arts, and social enhancement.

Key Steps/Progress Milestones:

Youth that participate in afterschool and before school care do better in school

Fund(s): CRC

Performance Indicator(s):

- Youth matriculate through school are more likely to graduate on time

2) Fitness and Wellness

Description: CRC provides a variety of healthy living and wellness opportunities at each of its 23 recreation facilities. These healthy wellness opportunities range from drop-in basketball, pickleball, yoga and other forms of individual and team sport activities that focus on getting the community active.

Key Steps/Progress Milestones:

Decrease in community health risk indicators such as type two diabetes and high blood pressure

Fund(s): CRC and private sector partners

**Efficient Service Delivery****1) Implement Recreation and Point of Sale (POS) Software**

Description: CRC made a major investment and launched a recreation and POS system at four recreation centers. This improvement will be systemwide by the end of 2020. Some of the system enhancements include point of sale, facility reservations, online reservations and membership management.

Key Steps/Progress Milestones:

- Improve data collection and revenue

Fund(s): CRC**Performance Indicator(s):**

- Improve data collection and revenue

2) Expand Recreation Center Hours

Description: Expand Recreations Center hours for Fall/Winter 2019 to include weekend hours across the majority of the 23 recreation centers. With goal of providing increased access to programming and services to a broader number of citizens during the two busiest days in parks and recreation

Key Steps/Progress Milestones:

- Implement weekend hours for selected recreation centers

Performance Indicator(s):

- Increase citizen program participation numbers on weekends
- Increase the number of safe places for youth on the weekend across the city

3) Safety and Risk Management

Description: Ensure departmental-wide policies and procedures are in place to prevent accidents, track incidents, and respond quickly to incidents.

Key Steps/Progress Milestones:

- Hire a department safety and risk management manager

Fund(s): Use current funding by repurposing vacant positions**Performance Indicator(s):**



- Complete Risk Audits within the Maintenance Division
- Reduce the number of work related vehicle incidents.
- Reduce the number of work related employee on-job injuries

Fiscal Sustainability and Strategic Investment

1) Increase Revenue

Description: Increase CRC fees and streamline CRC fee categories across the system.

Key Steps/Progress Milestones:

- Increase membership fees and program fees.
- Simplify and standardize program and service fee categories
- Implement new program applicant registration fees.

Fund(s): No new funds required

Performance Indicator(s):

- Increase in non-tax revenue



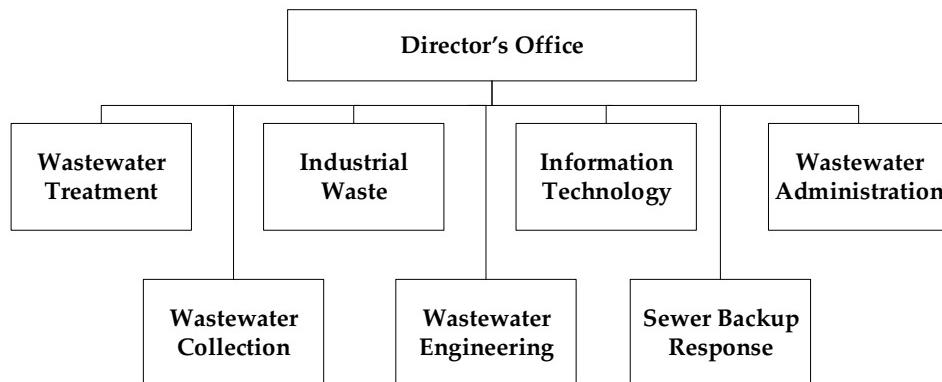
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Sewers

The mission of the Department of Sewers is to protect and enhance water quality and the environment by providing safe and efficient wastewater collection and treatment to our customers.

* * * SEWERS' BUDGET IS PROVIDED FOR INFORMATION PURPOSES ONLY * * *



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|--------------------|--------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 41,176,640 | 41,362,790 | 43,274,630 | 1,911,840 | 44,586,320 |
| Employee Benefits | 14,047,560 | 16,339,430 | 17,847,590 | 1,508,160 | 18,447,770 |
| Non-Personnel | 64,380,200 | 63,693,440 | 70,152,280 | 6,458,840 | 69,623,980 |
| Properties | 3,516,760 | 0 | 0 | 0 | 0 |
| Debt Service | 99,598,400 | 92,802,970 | 91,231,700 | (1,571,270) | 96,490,520 |
| Operating Total | 222,719,560 | 214,198,630 | 222,506,200 | 8,307,570 | 229,148,590 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 222,719,560 | 214,198,630 | 222,506,200 | 8,307,570 | 229,148,590 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 288,291,870 | 280,776,840 | 279,583,170 | (1,193,670) | 281,655,860 |
| Total Full-time Equivalent Positions | 740.00 | 740.00 | 740.00 | 0.00 | 740.00 |

**Department Agencies**

1. Office Of the Director
2. Wastewater Engineering
3. Project Delivery
4. Wastewater Administration
5. Information Technology
6. Wastewater Treatment
7. MSD Millcreek Section
8. MSD Little Miami Section
9. MSD Muddy Creek
10. MSD Sycamore Section
11. MSD Taylor Creek Section
12. MSD Polk Run Section
13. MSD Pump Stations
14. MSD Maintenance Section
15. Wastewater Collection
16. Regulatory Compliance & Safety (RCS)
17. Watershed Operations (WO)
18. Sewer Backups (SBU)

Agency Summaries**Agency 1: Office Of the Director** 

Description: Oversees the strategic direction of the utility, including directing programs and initiatives as outlined in the strategic plan. Manages organizational performance, budget, communications, community engagement, government affairs, governance and HR.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 1,497,500 | 1,484,640 | 1,955,950 | 471,310 | 2,015,740 |
| Employee Benefits | 457,260 | 2,557,410 | 688,390 | (1,869,020) | 711,440 |
| Non-Personnel | 2,088,150 | 1,121,880 | 1,166,210 | 44,330 | 1,047,740 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 4,042,910 | 5,163,930 | 3,810,550 | (1,353,380) | 3,774,920 |



Departmental Budgets
Sewers

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 4,042,910 | 5,163,930 | 3,810,550 | (1,353,380) | 3,774,920 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 288,291,870 | 280,776,840 | 279,583,170 | (1,193,670) | 281,655,860 |
| Total Full-time Equivalent Positions | 27.00 | 27.00 | 27.00 | 0.00 | 27.00 |

Departmental Budgets

Sewers



Agency 2: Wastewater Engineering

Description: Administration, Construction, Conveyance Project Management, Development Services, Facilities Project Management, Quality Assurance. Implements the Capital Improvement Plan and Wet Weather Improvement Plan as required by the Consent Decree.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 6,454,380 | 6,130,090 | 5,858,290 | (271,800) | 6,034,020 |
| Employee Benefits | 2,185,190 | 2,096,660 | 2,373,480 | 276,820 | 2,452,650 |
| Non-Personnel | 784,010 | 1,758,250 | 743,170 | (1,015,080) | 743,240 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 9,423,580 | 9,985,000 | 8,974,940 | (1,010,060) | 9,229,910 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 9,423,580 | 9,985,000 | 8,974,940 | (1,010,060) | 9,229,910 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 127.00 | 127.00 | 127.00 | 0.00 | 127.00 |



Agency 3: Project Delivery

Description: Ensures efficient and timely project delivery.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 43,080 | 43,080 | 44,380 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 43,080 | 43,080 | 44,380 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 43,080 | 43,080 | 44,380 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Budgets

Sewers



Agency 4: Wastewater Administration

Description: Manages the department's centralized support services along with the overall leadership of the organization.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 3,331,870 | 2,866,270 | 3,603,910 | 737,640 | 3,714,460 |
| Employee Benefits | 1,076,970 | 1,010,480 | 1,327,400 | 316,920 | 1,371,710 |
| Non-Personnel | 6,582,600 | 6,605,380 | 8,017,250 | 1,411,870 | 8,018,020 |
| Properties | 3,516,760 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 14,508,200 | 10,482,130 | 12,948,560 | 2,466,430 | 13,104,190 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 14,508,200 | 10,482,130 | 12,948,560 | 2,466,430 | 13,104,190 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 57.00 | 57.00 | 57.00 | 0.00 | 57.00 |



Agency 5: Information Technology

Description: Provides Information Systems planning, implementation and support services.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 1,619,090 | 1,923,650 | 2,111,450 | 187,800 | 2,180,320 |
| Employee Benefits | 535,010 | 628,730 | 734,010 | 105,280 | 760,010 |
| Non-Personnel | 3,760,270 | 3,748,380 | 3,633,250 | (115,130) | 3,466,020 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 5,914,370 | 6,300,760 | 6,478,710 | 177,950 | 6,406,350 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 5,914,370 | 6,300,760 | 6,478,710 | 177,950 | 6,406,350 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 28.00 | 28.00 | 28.00 | 0.00 | 28.00 |

Departmental Budgets

Sewers



Agency 6: Wastewater Treatment

Description: Provides operations and maintenance of all nine permitted wastewater treatment plants with an average daily flow of 202 MGD, as well as operational support of wet weather facilities.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 1,172,070 | 1,290,640 | 1,465,390 | 174,750 | 1,509,350 |
| Employee Benefits | 407,010 | 437,340 | 589,000 | 151,660 | 608,610 |
| Non-Personnel | 578,370 | 507,060 | 342,140 | (164,920) | 45,140 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,157,450 | 2,235,040 | 2,396,530 | 161,490 | 2,163,100 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 2,157,450 | 2,235,040 | 2,396,530 | 161,490 | 2,163,100 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 23.00 | 23.00 | 23.00 | 0.00 | 23.00 |



Agency 7: MSD Millcreek Section

Description: Reclaims wastewater and returns it to the environment in the Millcreek area.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 5,072,530 | 5,108,160 | 4,481,170 | (626,990) | 4,615,610 |
| Employee Benefits | 1,558,410 | 1,595,200 | 1,811,640 | 216,440 | 1,872,020 |
| Non-Personnel | 13,514,580 | 14,222,760 | 14,777,890 | 555,130 | 14,793,220 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 20,145,520 | 20,926,120 | 21,070,700 | 144,580 | 21,280,850 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 20,145,520 | 20,926,120 | 21,070,700 | 144,580 | 21,280,850 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 70.00 | 70.00 | 70.00 | 0.00 | 70.00 |

Departmental Budgets

Sewers



Agency 8: MSD Little Miami Section

Description: Reclaims wastewater and returns it to the environment in the Little Miami area.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 1,642,760 | 1,636,020 | 1,565,640 | (70,380) | 1,612,600 |
| Employee Benefits | 556,790 | 553,080 | 671,900 | 118,820 | 694,420 |
| Non-Personnel | 4,347,040 | 4,188,850 | 4,846,860 | 658,010 | 4,848,320 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 6,546,590 | 6,377,950 | 7,084,400 | 706,450 | 7,155,340 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 6,546,590 | 6,377,950 | 7,084,400 | 706,450 | 7,155,340 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 27.00 | 27.00 | 27.00 | 0.00 | 27.00 |



Agency 9: MSD Muddy Creek

Description: Reclaims wastewater and returns it to the environment in the Muddy Creek area.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 1,139,210 | 1,095,650 | 1,103,890 | 8,240 | 1,137,010 |
| Employee Benefits | 417,770 | 387,750 | 534,470 | 146,720 | 552,550 |
| Non-Personnel | 2,118,090 | 1,798,810 | 1,806,790 | 7,980 | 1,807,120 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 3,675,070 | 3,282,210 | 3,445,150 | 162,940 | 3,496,680 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 3,675,070 | 3,282,210 | 3,445,150 | 162,940 | 3,496,680 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 18.00 | 18.00 | 18.00 | 0.00 | 18.00 |

Departmental Budgets

Sewers



Agency 10: MSD Sycamore Section

Description: Reclaims wastewater and returns it to the environment in the Sycamore area.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 649,560 | 597,580 | 849,190 | 251,610 | 874,670 |
| Employee Benefits | 237,280 | 220,110 | 396,620 | 176,510 | 409,970 |
| Non-Personnel | 1,482,360 | 1,321,080 | 1,281,280 | (39,800) | 1,281,410 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,369,200 | 2,138,770 | 2,527,090 | 388,320 | 2,566,050 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 2,369,200 | 2,138,770 | 2,527,090 | 388,320 | 2,566,050 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 15.00 | 15.00 | 15.00 | 0.00 | 15.00 |



Agency 11: MSD Taylor Creek Section

Description: Reclaims wastewater and returns it to the environment in the Taylor Creek area.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 676,410 | 606,420 | 610,380 | 3,960 | 628,700 |
| Employee Benefits | 227,950 | 209,880 | 263,760 | 53,880 | 272,630 |
| Non-Personnel | 1,016,330 | 892,220 | 1,027,540 | 135,320 | 1,027,630 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,920,690 | 1,708,520 | 1,901,680 | 193,160 | 1,928,960 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 1,920,690 | 1,708,520 | 1,901,680 | 193,160 | 1,928,960 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 11.00 | 11.00 | 11.00 | 0.00 | 11.00 |

Departmental Budgets

Sewers



Agency 12: MSD Polk Run Section

Description: Reclaims wastewater and returns it to the environment in the Polk Run area.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 548,410 | 490,590 | 431,740 | (58,850) | 444,690 |
| Employee Benefits | 187,370 | 168,610 | 184,640 | 16,030 | 190,810 |
| Non-Personnel | 1,002,320 | 934,230 | 963,520 | 29,290 | 963,620 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,738,100 | 1,593,430 | 1,579,900 | (13,530) | 1,599,120 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 1,738,100 | 1,593,430 | 1,579,900 | (13,530) | 1,599,120 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 9.00 | 9.00 | 9.00 | 0.00 | 9.00 |



Agency 13: MSD Pump Stations

Description: This agency will be discontinued and its functions transferred to other agencies in CY 2020.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 1,497,680 | 466,650 | 0 | (466,650) | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,497,680 | 466,650 | 0 | (466,650) | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 1,497,680 | 466,650 | 0 | (466,650) | 0 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Departmental Budgets

Sewers



Agency 14: MSD Maintenance Section

Description: Conducts routine maintenance, remedial maintenance and customer service.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 4,083,710 | 4,126,900 | 3,817,740 | (309,160) | 3,929,440 |
| Employee Benefits | 1,417,600 | 1,423,010 | 1,635,020 | 212,010 | 1,688,840 |
| Non-Personnel | 2,188,500 | 2,092,840 | 2,795,660 | 702,820 | 2,260,440 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 7,689,810 | 7,642,750 | 8,248,420 | 605,670 | 7,878,720 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 7,689,810 | 7,642,750 | 8,248,420 | 605,670 | 7,878,720 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 69.00 | 69.00 | 69.00 | 0.00 | 69.00 |



Agency 15: Wastewater Collection

Description: Operates, cleans, repairs and reconstructs all assets comprising the wastewater collection system including 3,000 miles of main sewers, 90,000 manholes, 225,000 building sewers in the public right-of-way, and a wide variety of mechanical gates and valves.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 7,868,530 | 8,148,540 | 8,371,180 | 222,640 | 8,625,330 |
| Employee Benefits | 2,842,900 | 2,953,290 | 3,684,160 | 730,870 | 3,808,920 |
| Non-Personnel | 9,954,310 | 8,100,970 | 10,578,730 | 2,477,760 | 10,464,930 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 20,665,740 | 19,202,800 | 22,634,070 | 3,431,270 | 22,899,180 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 20,665,740 | 19,202,800 | 22,634,070 | 3,431,270 | 22,899,180 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 161.00 | 161.00 | 161.00 | 0.00 | 161.00 |

Departmental Budgets

Sewers



Agency 16: Regulatory Compliance & Safety (RCS)

Description: Provides regulatory compliance for all divisions and manages the Clean Water Act industrial pre-treatment program, which regulates commercial and industrial dischargers to the MSD collection system. Manages and implements safety and security programs.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 3,707,560 | 3,812,550 | 3,895,840 | 83,290 | 4,014,070 |
| Employee Benefits | 1,374,650 | 1,391,620 | 1,703,590 | 311,970 | 1,761,220 |
| Non-Personnel | 2,257,850 | 1,624,420 | 1,862,590 | 238,170 | 1,863,740 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 7,340,060 | 6,828,590 | 7,462,020 | 633,430 | 7,639,030 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 7,340,060 | 6,828,590 | 7,462,020 | 633,430 | 7,639,030 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 59.00 | 59.00 | 59.00 | 0.00 | 59.00 |

**Agency 17: Watershed Operations (WO)**

Description: Charged with reducing MSD's impact on the environment during wet weather. Ensures proper operation of wet weather facilities, monitors the collection system to optimize operations and properly report overflows in accordance with NPDES permits.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 822,960 | 955,730 | 1,206,200 | 250,470 | 1,242,380 |
| Employee Benefits | 258,800 | 309,790 | 457,020 | 147,230 | 472,140 |
| Non-Personnel | 7,303,840 | 421,600 | 555,500 | 133,900 | 555,550 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 8,385,600 | 1,687,120 | 2,218,720 | 531,600 | 2,270,070 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 8,385,600 | 1,687,120 | 2,218,720 | 531,600 | 2,270,070 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 30.00 | 30.00 | 30.00 | 0.00 | 30.00 |

Departmental Budgets

Sewers



Agency 18: Sewer Backups (SBU)

Description: The Sewer Backup (SBU) Program provides 24/7/365 customer service response for all issues associated with the SBU program. Wastewater Collections manages the SBU Program to provide customer relief for capacity related sewer backups.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|--------------------|--------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 890,090 | 1,089,360 | 1,903,590 | 814,230 | 1,963,550 |
| Employee Benefits | 306,600 | 396,470 | 792,490 | 396,020 | 819,830 |
| Non-Personnel | 3,903,900 | 13,888,060 | 15,753,900 | 1,865,840 | 16,437,840 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 99,598,400 | 92,802,970 | 91,231,700 | (1,571,270) | 96,490,520 |
| Operating Total | 104,698,990 | 108,176,860 | 109,681,680 | 1,504,820 | 115,711,740 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 104,698,990 | 108,176,860 | 109,681,680 | 1,504,820 | 115,711,740 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 9.00 | 9.00 | 9.00 | 0.00 | 9.00 |



Thriving Neighborhoods

1) Consent Decree Bridge Projects

Description: Deliver projects required pursuant to the schedule set forth in the Consent Decree modification referred to as the "Bridge." MSD will complete all planning and design work and prepare construction bid packets for timely legislative requests to the County Commissioners. Once projects are funded, MSD will oversee the construction work to ensure timely completion in accordance with Consent Decree milestones.

Key Steps/Progress Milestones:

Completion of bridge projects within substantial completion milestones of December 31, 2019 are primary consent decree focus. MSD has entered into a program management services agreement with Stantec to enhance its capital improvement program. This program management team (PMT) will be fully integrated with MSD and will serve at the discretion of MSD.

The PMT will be focused on developing a Start-Up Work plan in Q1 2019. This work plan will be developed iteratively with MSD Senior Management to ensure it reflects MSD priorities and needs. This Work plan will identify areas of focus and identify the resources within the organization that need to be involved to ensure capture of the appropriate insights, lessons learned, and priority needs.

- MSD Senior Management will meet weekly with the PMT to communicate on progress, priorities and coordination to ensure that appropriate communications to all MSD staff is provided.
- Once this Work plan is approved by MSD, the PMT will initiate the execution of this Plan over a period of 26 weeks. During this time, various consultant staff will be on-site periodically to support workshop facilitation, data gathering, process reviews, and development of recommendation memorandums.
- Following the 26 weeks to execute the Work plan, the Program efforts defined in the scope of work will commence, based on guidance and priority established by MSD.

Fund(s): 704

Performance Indicator(s):

- All consent decree projects are tracked in monthly Enterprise Activity Management Reports, provided to the City Manager.
- Reporting and management of project data will be updated under the PMT.

2) Sewer Backup Program Advancement

Description: Develop a proposal for revamping and revising the Sewer Backup (SBU) program to be more proactive, less reactive, with a multi-pronged approach to reduce risk and liability while offering ratepayers more value.



Key Steps/Progress Milestones:

- Advance the Mt. Washington source control project to the Board of County Commissioners by April 30, 2019, as an initial proposal for alternative solution to the SBU prevention program (SBUPP) approach.
- Develop complete proposal for revamping SBU with tool box SBUPP approach, private lateral insurance options, and cost-effective inspection program by Dec. 31, 2019.

Fund(s): 701

Performance Indicator(s):

- Team leader will be identified to track research needed to complete proposal by year end.
- Mt. Washington project will be best early indicator of ability to implement new approach.
- SBU program data will show volume of calls received that are outside scope of current program
- Cost of SBUPP program.
- Wastewater Collections will track allowance spending on emergency sewer repairs performed on private laterals and assess cost of reactive nature of work.

3) Updated Watershed Management Rules

Description: Develop a recommendation for updated MSD rules & regulations for private stormwater detention requirements that provide more post construction benefits to MSD, in terms of CSO and MS4 responsibilities, and offer improvements to the community. The new approach will provide flexibility and not impede development.

Key Steps/Progress Milestones:

- Complete research and report on best practices for a detention rule Q2 2019.
- Meet with stakeholders, including other City Departments, the development community, City and County leadership, in Q3/Q4 2019.
- New rule drafted and proposed to County Commissioners by Q1 2020.

Fund(s): MSD 2019 Operating budget

Performance Indicator(s):

- Participation and engagement with stakeholders should lead to draft rule by end of 2019.



Efficient Service Delivery

1) Strategic Planning Initiative

Description: MSD has been in a state of uncertainty for several years due to the unresolved governance issues and needs to reestablish its identity as a vital public service. The department is engaged in an in-house strategic planning process designed to engage MSD employees in the process. The process will begin by having employees help define MSD's mission, vision for the future, and values in terms of the behaviors and culture we want to uphold and will then move into identifying key strategic goals and initiatives.

Key Steps/Progress Milestones:

- High level planning, includes setting the parameters, focus and budget (underway)
- Data gathering, surveys and focus groups through March 2019.
- Goal team development, identification of team leaders who will identify strategies and priorities, by end of summer 2019.
- Validation of goals and identify action items, prioritization, by end of Q3 2019.
- Plan development and training to be completed December 2019.
- Implementation (begin 2019 continue into 2020).

Fund(s): MSD 2019 Operating budget

Performance Indicator(s):

- Collection of data from surveys and focus groups.
- Goal team leaders will report progress, challenges to Bi-weekly meetings with MSD Executive team.
- Strategic planning coordination team will develop and implement project charters.

Fiscal Sustainability

1) Address Rate Affordability

Description: MSD continues to tackle affordability issues, striving to keep rates low, despite failing infrastructure and an increasing regulatory burden. As part of this ongoing effort, MSD is taking a fresh look at revenue options, rate structure, and customer assistance programs. MSD will identify revenue generating recommendations to the Board of County Commissioners as part of a 2020 budget submittal.



Key Steps/Progress Milestones:

- Implement Customer Assistance Program, once approved by BOCC, with aggressive communication strategy and streamlined enrollment.
- Develop an Impervious Area Surface fee recommendation in connection with 2020 budget submittal.
- Develop a recommendation for establishing a new high strength waste customer class to align rates with cost of service in connection with 2020 budget submittal.

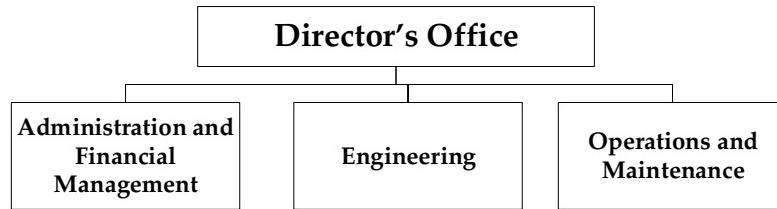
Fund(s): 2019 Operating Budget.

Performance Indicator(s):

Number of applications reviewed, approved, implementation time, and renewal rates.



Stormwater Management Utility



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 3,140,860 | 2,410,780 | 2,809,120 | 398,340 | 2,735,290 |
| Employee Benefits | 861,920 | 970,640 | 1,063,880 | 93,240 | 1,089,750 |
| Non-Personnel | 2,988,680 | 3,868,790 | 5,549,330 | 1,680,540 | 5,501,150 |
| Properties | 130,000 | 210,000 | 225,000 | 15,000 | 210,000 |
| Debt Service | 489,950 | 815,200 | 1,216,400 | 401,200 | 1,187,230 |
| Operating Total | 7,611,410 | 8,275,410 | 10,863,730 | 2,588,320 | 10,723,420 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 7,611,410 | 8,275,410 | 10,863,730 | 2,588,320 | 10,723,420 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 11,461,000 | 20,143,400 | 23,622,700 | 3,479,300 | 26,543,260 |
| Total Full-time Equivalent Positions | 28.00 | 31.00 | 32.00 | 1.00 | 32.00 |

Departmental Budgets

Stormwater Management Utility



Department Agencies

1. Stormwater Management Utility

Agency Summaries

Agency 1: Stormwater Management Utility

Description: This program oversees operational and financial functions, plans and designs capital improvement projects related to the City's flood control system, provides customer support, and maintains the existing storm drainage infrastructure.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 3,140,860 | 2,410,780 | 2,809,120 | 398,340 | 2,735,290 |
| Employee Benefits | 861,920 | 970,640 | 1,063,880 | 93,240 | 1,089,750 |
| Non-Personnel | 2,988,680 | 3,868,790 | 5,549,330 | 1,680,540 | 5,501,150 |
| Properties | 130,000 | 210,000 | 225,000 | 15,000 | 210,000 |
| Debt Service | 489,950 | 815,200 | 1,216,400 | 401,200 | 1,187,230 |
| Operating Total | 7,611,410 | 8,275,410 | 10,863,730 | 2,588,320 | 10,723,420 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 7,611,410 | 8,275,410 | 10,863,730 | 2,588,320 | 10,723,420 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 11,461,000 | 20,143,400 | 23,622,700 | 3,479,300 | 26,543,260 |
| Total Full-time Equivalent Positions | 28.00 | 31.00 | 32.00 | 1.00 | 32.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|------|-----------|--|
| 1,376,110 | 0.00 | All Funds | This agency reflects a Stormwater Management Fund increase due to wage increases and employee benefits increases as well as increases in contractual services, materials and supplies, and fixed charges. There is no change in FTE. |

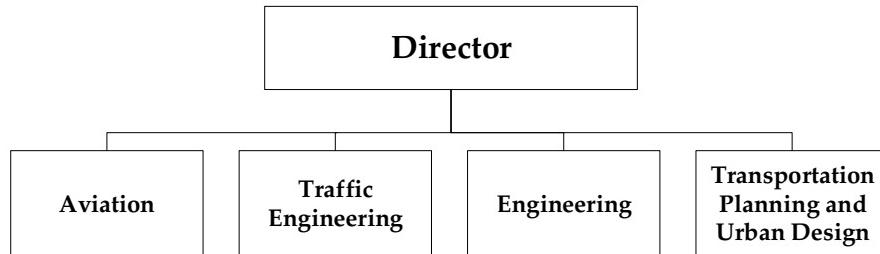
On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|------|-----------|------|-----------------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| 112,220 | 1.00 | 116,200 | 1.00 | Stormwater Management | This increase will provide resources for a Utility Construction Inspection Supervisor position. |
| 1,100,000 | 0.00 | 1,100,000 | 0.00 | Stormwater Management | This increase will fund additional sewer repair expenses. |



Transportation & Engineering

The mission of the Department of Transportation and Engineering is to provide a safe and balanced transportation system that supports neighborhood livability and economic vitality.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 624,530 | 562,090 | 360,270 | (201,820) | 563,620 |
| Employee Benefits | 114,030 | 77,320 | 109,310 | 31,990 | 126,870 |
| Non-Personnel | 2,460,740 | 2,414,030 | 1,932,240 | (481,790) | 1,927,830 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 3,199,300 | 3,053,440 | 2,401,820 | (651,620) | 2,618,320 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 5,585,050 | 6,216,370 | 5,297,070 | (919,300) | 5,463,510 |
| Employee Benefits | 1,875,950 | 1,658,910 | 2,156,520 | 497,610 | 2,640,300 |
| Non-Personnel | 1,769,500 | 1,807,440 | 2,744,870 | 937,430 | 2,510,840 |
| Properties | 227,210 | 197,310 | 47,780 | (149,530) | 48,260 |
| Debt Service | 120,290 | 57,400 | 55,880 | (1,520) | 54,120 |
| Operating Total | 9,578,000 | 9,937,430 | 10,302,120 | 364,690 | 10,717,030 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 12,777,300 | 12,990,870 | 12,703,940 | (286,930) | 13,335,350 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 3,682,500 | 3,146,500 | 3,687,000 | 540,500 | 3,728,310 |
| Total Full-time Equivalent Positions | 176.45 | 177.00 | 158.30 | (18.70) | 158.30 |

Departmental Budgets

Transportation & Engineering



Department Agencies

1. Office of The Director
2. Transportation Planning
3. Engineering
4. Aviation
5. Traffic Engineering

Agency Summaries

Agency 1: Office of The Director



Description: This agency provides leadership for the Department of Transportation and Engineering.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 377,630 | 358,840 | 180,700 | (178,140) | 378,280 |
| Employee Benefits | 49,180 | 31,410 | 48,350 | 16,940 | 64,690 |
| Non-Personnel | 69,200 | 65,390 | 50,860 | (14,530) | 51,310 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 496,010 | 455,640 | 279,910 | (175,730) | 494,280 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 997,200 | 975,340 | 1,047,390 | 72,050 | 942,970 |
| Employee Benefits | 336,270 | 254,060 | 404,360 | 150,300 | 363,790 |
| Non-Personnel | 39,810 | 47,670 | 44,820 | (2,850) | 45,220 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,373,280 | 1,277,070 | 1,496,570 | 219,500 | 1,351,980 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 1,869,290 | 1,732,710 | 1,776,480 | 43,770 | 1,846,260 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 21.00 | 22.00 | 19.00 | (3.00) | 19.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|--------|-----------|--|
| 44,130 | (3.00) | All Funds | This agency reflects an all funds increase due to wage increases and employee benefits increases, which are partially offset by the elimination of FTE in this agency. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Description | |
|---------|------|---------|------|--------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (360) | 0.00 | (360) | 0.00 | General Fund | This reflects a reduction to the department's budget. This reduction eliminates tuition reimbursement. |



Agency 2: Transportation Planning

Description: Responsible to improve citizens' mobility and quality of life through the City's vehicular, rail, bicycle, and pedestrian transportation systems. This program coordinates, designs, and prepares short and long-term plans for infrastructure improvements.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 27,050 | 40,250 | 54,480 | 14,230 | 55,620 |
| Employee Benefits | 5,800 | 5,410 | 18,100 | 12,690 | 18,510 |
| Non-Personnel | 22,100 | 13,980 | 3,660 | (10,320) | 3,660 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 54,950 | 59,640 | 76,240 | 16,600 | 77,790 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 336,120 | 431,410 | 458,880 | 27,470 | 458,900 |
| Employee Benefits | 89,020 | 114,860 | 155,630 | 40,770 | 161,970 |
| Non-Personnel | 130,100 | 73,420 | 64,100 | (9,320) | 64,240 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 555,240 | 619,690 | 678,610 | 58,920 | 685,110 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 610,190 | 679,330 | 754,850 | 75,520 | 762,900 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 15.95 | 15.50 | 13.80 | (1.70) | 13.80 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|----------|--------|-----------|---|
| (44,080) | (1.20) | All Funds | This agency reflects an all funds decrease due to a reduction in FTE, which is partially offset by various non-personnel increases. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|---------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| 239,780 | 2.00 | 242,620 | 2.00 | Income Tax-Infrastructure | This reflects a change to the department's structure. Positions will be moved within the department to align with the department's reorganization plan. |
| (120,180) | (2.50) | (123,910) | (2.50) | Income Tax-Infrastructure | This reflects a reduction to the department's budget. This reduction will result in the elimination of three vacant positions (a Civil Engineering Technician 1, a Senior Architect, and a Supervising Architect). |

Departmental Budgets

Transportation & Engineering



Agency 3: Engineering



Description: This program preserves and enhances the City's multimodal transportation system, including public roadways, bridges, and retaining walls. The program includes design, project management, construction review, and oversees private use of the right-of-way.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 150,240 | 43,840 | 1,150 | (42,690) | 2,960 |
| Employee Benefits | 42,670 | 480 | 0 | (480) | 0 |
| Non-Personnel | 52,570 | 52,990 | 48,390 | (4,600) | 48,450 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 245,480 | 97,310 | 49,540 | (47,770) | 51,410 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 1,812,410 | 2,196,800 | 1,624,230 | (572,570) | 1,843,290 |
| Employee Benefits | 555,960 | 315,020 | 754,920 | 439,900 | 1,247,500 |
| Non-Personnel | 473,880 | 509,160 | 924,890 | 415,730 | 680,220 |
| Properties | 150,000 | 150,000 | 0 | (150,000) | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,992,250 | 3,170,980 | 3,304,040 | 133,060 | 3,771,010 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 3,237,730 | 3,268,290 | 3,353,580 | 85,290 |
| | 3,822,420 | | | | |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 1,632,500 | 1,096,500 | 1,596,500 | 500,000 | 1,596,500 |
| Total Full-time Equivalent Positions | 97.50 | 97.50 | 84.50 | (13.00) | 84.50 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|--------|-----------|--|
| 551,950 | (6.00) | All Funds | This agency reflects an all funds increase due to various non-personnel increases as well as reductions in FTE, which are partially offset by adjustments to reimbursements from capital projects. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|---------------------------|--|
| Budget | FTE | Budget | FTE | Fund | |
| (239,780) | (2.00) | (242,620) | (2.00) | Income Tax-Infrastructure | This reflects a change to the department's structure. Positions will be moved within the department to align with the department's reorganization plan. |
| (254,550) | (5.00) | (263,250) | (5.00) | Income Tax-Infrastructure | This reflects a reduction to the department's budget. This reduction will result in the elimination of five vacant positions (a Civil Engineering Technician 2, a Clerk Typist 3, a Public Works Inspector 2, a Senior Engineer, and a Senior Engineering Technician). |
| 184,380 | 3.00 | 183,170 | 3.00 | Income Tax-Infrastructure | This represents an adjustment to the department's budget that will result in the transfer of positions from the General Fund to the Income Tax-Infrastructure Fund. |
| (184,380) | (3.00) | (183,170) | (3.00) | General Fund | |
| 27,670 | 0.00 | 27,210 | 0.00 | Income Tax-Infrastructure | This reflects the addition of a Principal Engineer position and the deletion of a Geotechnical Engineer position. |



Agency 4: Aviation

Description: This program includes the operational and administrative oversight of the Lunken Municipal Airport and its strategic placement in the national aviation system plan, as well as ground maintenance for those City-owned portions of the Blue Ash Airport.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 795,230 | 841,520 | 868,990 | 27,470 | 888,800 |
| Employee Benefits | 332,010 | 359,120 | 384,320 | 25,200 | 395,030 |
| Non-Personnel | 611,680 | 658,180 | 726,280 | 68,100 | 731,470 |
| Properties | 77,210 | 47,310 | 47,780 | 470 | 48,260 |
| Debt Service | 120,290 | 57,400 | 55,880 | (1,520) | 54,120 |
| Operating Total | 1,936,420 | 1,963,530 | 2,083,250 | 119,720 | 2,117,680 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 1,936,420 | 1,963,530 | 2,083,250 | 119,720 | 2,117,680 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 2,050,000 | 2,050,000 | 2,090,500 | 40,500 | 2,131,810 |
| Total Full-time Equivalent Positions | 13.00 | 13.00 | 13.00 | 0.00 | 13.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|---|
| 111,370 | 0.00 | All Funds | This agency reflects an all funds increase due to City Council approved wage increases and employee benefits increases along with various increases in non-personnel expenditures. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|---------|------|---------|------|------------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| 8,350 | 0.00 | 8,290 | 0.00 | General Aviation | This represents the elimination of an Airport Manager position and the addition of a Division Manager position. |

Departmental Budgets

Transportation & Engineering



Agency 5: Traffic Engineering

Description: This program is responsible for the design, review, and supervision of traffic control, street lighting, and traffic signal systems. This program includes event and construction maintenance of traffic and requests for additional street lighting.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 69,620 | 119,160 | 123,940 | 4,780 | 126,760 |
| Employee Benefits | 16,390 | 40,020 | 42,860 | 2,840 | 43,670 |
| Non-Personnel | 2,316,870 | 2,281,670 | 1,829,330 | (452,340) | 1,824,410 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,402,880 | 2,440,850 | 1,996,130 | (444,720) | 1,994,840 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 1,644,080 | 1,771,300 | 1,297,580 | (473,720) | 1,329,550 |
| Employee Benefits | 562,690 | 615,850 | 457,290 | (158,560) | 472,010 |
| Non-Personnel | 514,030 | 519,010 | 984,780 | 465,770 | 989,690 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 2,720,800 | 2,906,160 | 2,739,650 | (166,510) | 2,791,250 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| | Total | 5,123,680 | 5,347,010 | 4,735,780 | (611,230) |
| | | | | | 4,786,090 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 29.00 | 29.00 | 28.00 | (1.00) | 28.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|------|-----------|---|
| (549,290) | 0.00 | All Funds | This agency reflects an all funds decrease due to adjustments to reimbursements from capital projects. There is no change in FTE. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | | Description |
|-----------|--------|-----------|--------|---|---|
| Budget | FTE | Budget | FTE | Fund | |
| (61,940) | (1.00) | (62,770) | (1.00) | Income Tax-Infrastructure | This reflects a reduction to the department's budget. This reduction will result in the elimination of a vacant Clerk Typist 3 position. |
| (475,000) | 0.00 | (475,000) | 0.00 | General Fund | This represents a shift of eligible traffic signal operations and maintenance costs to the Street Construction Maintenance & Repair Fund. |
| 475,000 | 0.00 | 475,000 | 0.00 | Street Construction Maintenance & Repair Fund | |



Safety

1) Pedestrian Safety Improvements

Description: Implement quick, cost effective, high impact projects that will improve the safety of the pedestrians in our neighborhoods.

Key Steps/Progress Milestones:

- Analyze data from the 2019 Pedestrian Safety Survey.
- Compile draft Pedestrian Safety Improvement Plan based on data from the Pedestrian Safety Survey, Pedestrian Incidents Reports and Cincinnati Police Department (CPD) traffic crash data.
- Engage with community councils to develop consensus on priorities projects identified with the draft plan.
- Complete the Pedestrian Safety Plan.
- Complete procurement of the Plan's selected projects.
- Implement Pedestrian Safety Improvement Plan by December 30, 2019.

Fund(s): Requested \$500K in FY20 Budget

Performance Indicator(s):

- 95% of planned projects completed in FY
- 2019 Pedestrian Safety Survey (CAGIS)
- Incidents Reports (CAGIS)
- CPD Traffic Crash data (CPD)

Thriving Neighborhoods

1) Street Rehabilitation and Pavement Preservation

Description: Maintain and improve the pavement conditions for City streets which will improve the safety of motorists and the quality of life in our neighborhoods.

Key Steps/Progress Milestones:

- Complete the 2019 Pavement Condition Report.
- Update the Pavement Management Plan.



- Complete Street Rehabilitation Plan for Capital Improvement Program (CIP) and Capital Acceleration Program (CAP) FY20 Programs.
- Complete the Pavement Preservation Plan for the CAP FY20 Program.
- Complete the Procurement Plan for Rehab and Pavement Preservation.
- Complete required work for the Street Rehab and Pavement Preservation Plans.

Fund(s): FY20 Street Rehabilitation and CAP Programs

Performance Indicator(s):

- Complete 90% of funded contract work in the calendar year
- Average PCI (CAGIS)
- PCI (by category), % of total. (CAGIS)
- Number of Lane Miles Paved: Street Rehab (CAGIS)
- Number of Lane Miles Preventive Maintenance: (CAGIS)
- Average cost per lane mile: Street Rehab (CAGIS)
- Average cost per lane mile: Preventive Maintenance (CAGIS)

Efficient Service Delivery

1) Asset Management

Description: Develop a CAGIS based inventory and description of DOTE owned and maintained infrastructure.

Key Steps/Progress Milestones:

- Complete asset inventory planning meetings with CAGIS associated with traffic counts, speed humps, bike trails, and streetscapes.
- Develop the inventory details and descriptions to ensure efficient asset management in the future.
- Develop the applications to capture inventory for architectural wayfinding signs and special pavement surfaces.
- Begin asset inventory for traffic counts, speed humps, bike trails, and streetscapes.

Fund(s): From existing DOTE programs as part of ongoing program management



Performance Indicator(s):

- Update asset ratings on an ongoing basis for streets, bridges, walls, steps, etc.
- Number of layers maintained in CAGIS (CAGIS)
- Number of layers inventoried for addition to CAGIS (CAGIS)

Fiscal Sustainability and Strategic Investment

1) Western Hills Viaduct

Description: Develop final plan for rehab or replacement of Western Hills Viaduct (WHV)

Key Steps/Progress Milestones:

- Evaluate possible rehab of existing viaduct and compare to life-cycle cost of replacement

Fund(s): Existing DOTE funds and Hamilton County Municipal Road Fund (MRF) Bridge funds

Performance Indicator(s):

- Determine final path forward for rehab or replacement of WHV by end of 2019
- Bridge condition (DOTE)
- Rehab cost (DOTE)
- Replacement cost (DOTE)

2) Restructure Department

Description: Develop new organizational structure for DOTE that positions the department for the future.

Key Steps/Progress Milestones:

Work with CMO, Budget, OPDA, and DOTE Deputy Directors to streamline project delivery, improve project management, modernize work flows, effectively manage infrastructure assets

Fund(s): Existing DOTE funds

Performance Indicator(s):

- Improved structure for DOTE, with flatter overall organization and clearer lines of authority.
- Lower overall labor cost

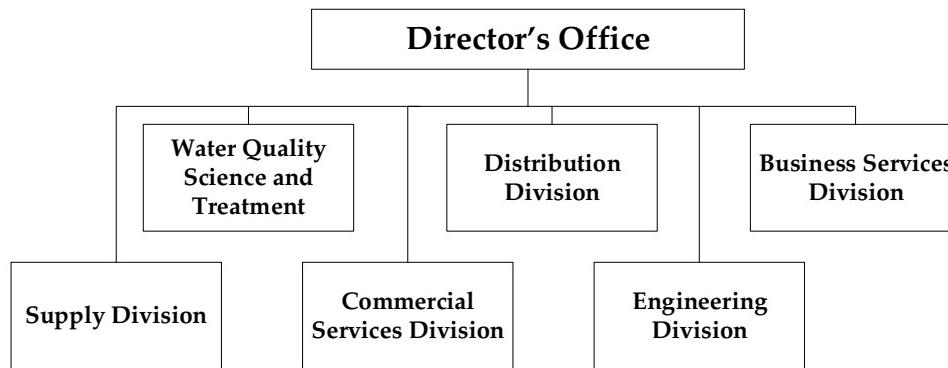


- Efficient, streamlined project delivery
- Increased customer service focus



Water Works

The mission of the Greater Cincinnati Water Works is to provide its customers within our regional communities a plentiful supply of the highest quality water and outstanding services in a financially responsible manner.



Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|--------------------|--------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 36,820,300 | 39,785,560 | 41,638,650 | 1,853,090 | 42,693,890 |
| Employee Benefits | 14,061,180 | 15,700,320 | 17,395,440 | 1,695,120 | 18,009,080 |
| Non-Personnel | 35,094,120 | 37,258,580 | 38,504,410 | 1,245,830 | 36,974,940 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 42,454,520 | 42,118,000 | 47,143,000 | 5,025,000 | 48,268,000 |
| Operating Total | 128,430,120 | 134,862,460 | 144,681,500 | 9,819,040 | 145,945,910 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 128,430,120 | 134,862,460 | 144,681,500 | 9,819,040 | 145,945,910 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 158,160,000 | 163,632,000 | 171,000,000 | 7,368,000 | 176,720,000 |
| Total Full-time Equivalent Positions | 642.87 | 650.81 | 658.78 | 7.97 | 658.78 |

Departmental Budgets

Water Works



Department Agencies

1. Business Services
2. Commercial Services
3. Water Supply
4. Water Distribution
5. Water Quality and Treatment
6. Engineering
7. Information Technology
8. Water Works Debt Service

Agency Summaries

Agency 1: Business Services

Description: This program manages the department's central support services including financial management, fleet procurement and maintenance, inventory, employee safety, and personnel.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 6,530,610 | 7,642,260 | 6,631,900 | (1,010,360) | 6,864,540 |
| Employee Benefits | 2,317,030 | 2,785,660 | 2,454,300 | (331,360) | 2,554,030 |
| Non-Personnel | 2,702,280 | 4,201,770 | 2,607,140 | (1,594,630) | 2,191,240 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 11,549,920 | 14,629,690 | 11,693,340 | (2,936,350) | 11,609,810 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 11,549,920 | 14,629,690 | 11,693,340 | (2,936,350) | 11,609,810 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 158,160,000 | 163,632,000 | 171,000,000 | 7,368,000 | 176,720,000 |
| Total Full-time Equivalent Positions | 97.38 | 110.19 | 84.00 | (26.19) | 84.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|-------------|-------------------|---|
| (2,936,350) | (26.19) All Funds | This agency reflects a Water Works Fund decrease due to departmental reorganization efforts. The change in FTEs is also due to departmental reorganization. |



Agency 2: Commercial Services

Description: This program is dedicated to promoting strong client relationships as well as creating and promoting new business and service opportunities.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 3,000,730 | 3,100,400 | 6,885,360 | 3,784,960 | 7,060,150 |
| Employee Benefits | 936,130 | 1,026,950 | 2,779,630 | 1,752,680 | 2,875,100 |
| Non-Personnel | 3,803,870 | 4,357,890 | 6,213,210 | 1,855,320 | 5,815,230 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 7,740,730 | 8,485,240 | 15,878,200 | 7,392,960 | 15,750,480 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 7,740,730 | 8,485,240 | 15,878,200 | 7,392,960 | 15,750,480 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 64.38 | 59.70 | 124.94 | 65.24 | 124.94 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|-------|-----------|---|
| 7,392,960 | 65.24 | All Funds | This agency reflects a Water Works Fund increase due to departmental reorganization efforts. The change in FTEs is also due to departmental reorganization. |

Departmental Budgets

Water Works



Agency 3: Water Supply

Description: This program is responsible for the preventative, predictive, and reactive maintenance for all GCWW facilities and equipment.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 8,371,000 | 8,907,670 | 9,182,890 | 275,220 | 9,324,910 |
| Employee Benefits | 3,303,660 | 3,694,600 | 3,919,570 | 224,970 | 4,071,710 |
| Non-Personnel | 12,554,680 | 12,010,250 | 12,614,340 | 604,090 | 12,778,740 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 24,229,340 | 24,612,520 | 25,716,800 | 1,104,280 | 26,175,360 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 24,229,340 | 24,612,520 | 25,716,800 | 1,104,280 | 26,175,360 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 138.00 | 139.00 | 139.46 | 0.46 | 139.46 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|-----------|----------------|---|
| 1,104,280 | 0.46 All Funds | This agency reflects a Water Works Fund increase due to wage increases and employee benefits increases as well as increases in contractual services. The change in FTE reflects an increase in part-time positions. |



Agency 4: Water Distribution

Description: This program is responsible for the maintenance and repair of the water distribution system.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 9,603,120 | 10,240,260 | 8,135,270 | (2,104,990) | 8,293,410 |
| Employee Benefits | 3,942,480 | 4,360,200 | 3,793,780 | (566,420) | 3,911,680 |
| Non-Personnel | 7,125,320 | 7,247,750 | 6,299,220 | (948,530) | 6,389,890 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 20,670,920 | 21,848,210 | 18,228,270 | (3,619,940) | 18,594,980 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 20,670,920 | 21,848,210 | 18,228,270 | (3,619,940) | 18,594,980 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 174.00 | 180.00 | 142.00 | (38.00) | 142.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-------------|---------|-----------|---|
| (3,619,940) | (38.00) | All Funds | This agency reflects a Water Works Fund decrease due to departmental reorganization efforts. The change in FTEs is also due to departmental reorganization. |

Departmental Budgets

Water Works



Agency 5: Water Quality and Treatment

Description: This program is responsible for source water quality activities and monitoring water quality throughout the distribution system.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 2,960,020 | 2,924,040 | 3,018,830 | 94,790 | 3,119,830 |
| Employee Benefits | 1,010,080 | 1,034,100 | 1,167,610 | 133,510 | 1,215,860 |
| Non-Personnel | 5,517,150 | 5,892,270 | 5,874,750 | (17,520) | 5,832,520 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 9,487,250 | 9,850,410 | 10,061,190 | 210,780 | 10,168,210 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 9,487,250 | 9,850,410 | 10,061,190 | 210,780 | 10,168,210 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 43.92 | 41.92 | 43.92 | 2.00 | 43.92 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|---------|----------------|--|
| 210,780 | 2.00 All Funds | This agency reflects a Water Works Fund increase due to wage increases and employee benefits increases. The change in FTE reflects an increase in part-time positions. |



Agency 6: Engineering

Description: This program is dedicated to maintaining plant facility records and developing the distribution system plans for the Utility.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 3,573,950 | 3,831,080 | 4,549,080 | 718,000 | 4,682,690 |
| Employee Benefits | 1,602,340 | 1,736,830 | 2,135,490 | 398,660 | 2,202,600 |
| Non-Personnel | 1,037,210 | 1,044,440 | 1,129,500 | 85,060 | 1,037,070 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 6,213,500 | 6,612,350 | 7,814,070 | 1,201,720 | 7,922,360 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 6,213,500 | 6,612,350 | 7,814,070 | 1,201,720 | 7,922,360 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 88.19 | 87.00 | 90.46 | 3.46 | 90.46 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|------|-----------|--|
| 1,201,720 | 3.46 | All Funds | This agency reflects a Water Works Fund increase due to wage increases and employee benefits increases. The change in FTE reflects the addition of two Senior Engineering Technicians, one Water Works Construction Inspector, and a part-time position. |

Departmental Budgets

Water Works



Agency 7: Information Technology

Description: This program provides information technology solutions including implementation and support services for the department. This includes systems such as customer billing, asset management, workflow and data analytics.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 2,780,880 | 3,139,850 | 3,235,320 | 95,470 | 3,348,360 |
| Employee Benefits | 949,470 | 1,061,980 | 1,145,060 | 83,080 | 1,178,100 |
| Non-Personnel | 2,353,610 | 2,504,210 | 3,766,250 | 1,262,040 | 2,930,250 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 6,083,960 | 6,706,040 | 8,146,630 | 1,440,590 | 7,456,710 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 6,083,960 | 6,706,040 | 8,146,630 | 1,440,590 | 7,456,710 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 37.00 | 33.00 | 34.00 | 1.00 | 34.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|-----------|----------------|--|
| 1,440,590 | 1.00 All Funds | This agency reflects a Water Works Fund increase due to wage increases and employee benefits increases as well as increases in contractual services and fixed charges. The change in FTE is due to the addition of a Senior Computer Programmer/Analyst. |



Agency 8: Water Works Debt Service

Description: This program manages debt service payments related to capital projects and loans.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Non-Personnel | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 42,454,520 | 42,118,000 | 47,143,000 | 5,025,000 | 48,268,000 |
| Operating Total | 42,454,520 | 42,118,000 | 47,143,000 | 5,025,000 | 48,268,000 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 42,454,520 | 42,118,000 | 47,143,000 | 5,025,000 | 48,268,000 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|-----------|------|-----------|---|
| 5,025,000 | 0.00 | All Funds | This agency reflects a Water Works Fund increase due to debt service payment increases. There is no change in FTE |



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Thriving Neighborhoods

1) GCWW Citizen Ambassador Academy

Description: GCWW is working to create a citizens water academy as an action item in the new strategic business plan. This academy will help educate citizens and future leaders about practices of the water utility, including treatment practices, critical projects and programs all related to water and stormwater. The program will help develop and sustain a diverse network of citizens that are willing to serve as outreach ambassadors on water issues. An alumni group will help serve and foster outreach programs within the neighborhoods. This program is modeled after successful programs in other cities, including the San Diego Citizens Water Academy. This program will increase outreach and community engagement.

The academy will involve tours and educational meetings held by GCWW staff to explain what we do and how we do it. GCWW hopes to gain more citizens and influencers who can advocate for the critical work that GCWW needs to continue doing and serve as a regular voice to bring community concerns and issues to the utility. This group at times will serve as a focus group to provide feedback to the utility.

Key Steps/Progress Milestones:

- Project Charter approved 3/1/19
- Draft program reviewed/approved April 2019
- Application process - Summer 2019
- First class - Fall 2019

Fund(s): 101-301-1010-7215 and related training and communications budget line items

Performance Indicator(s):

- # of applications
- retention rate in class
- surveys from participants
- feedback for improvements to inaugural program

2) Lead Service Line Replacement Program

Description: GCWW will continue in its effort to replace lead service lines in the Cincinnati Water System, both public and private sides of the line. This 15-year program will ramp up with projects starting in Clifton, Northside, Hyde Park, Evanston, East Price Hill, and West Price Hill neighborhoods. GCWW has hired a communications firm that will launch a new dedicated website and create related materials for the program. Dedicated customer assistance program highlights will be revealed for each neighborhood to help itself. This ongoing effort is critical to improve the health of children in their early development stages and to help reduce the risk of lead in the region. This program involves many divisions in the dept: Business services provides oversight, administration and communication efforts for the program; Commercial services contact center answers related customer calls; Distribution division has the crews that replace the pub-



lic portion of the line; Engineering division designs the water main replacement projects to remove the lead service lines; IT division creates the dashboards, reports, maps and maintains the websites and social media efforts; Water Quality & Treatment Division tests the water samples, provides direct feedback to customers when results are high and makes sure we are in compliance with the Lead and Copper Rule, 3Ts Guidelines for Testing in Schools, and the National Drinking Water Advisory Council Recommendations. All divisions continue to work together to make this program successful and to achieve the desired outcomes. This program has been outlined as the model for the country and all divisions continue to work to make this program successful for Cincinnati and for other water utilities to learn from.

Key Steps/Progress Milestones:

- Letters sent to customers in each neighborhood
- Construction contracts in place to do the work
- Additional GCWW crews added to do the work (employees hired or promoted to positions)
- # of customers signing contracts for the program

Fund(s): Capital fund and some line items in the operating budget for lead testing, and filter kits for customers

Performance Indicator(s):

- FY20 lead service lines per neighborhood; % of those contacted vs. % that join the program
- 10% increase in the customer assistance program funding
- 10% increase in # of City employees contributing to Customer asst. Program
- # of public service lines removed per year
- 20% increase in plumbers added to work in the program

3) Explore Opportunities for Increased One-on-one Contact with Customers

Description: This priority will allow GCWW to explore more opportunities and ways to assist customers. Examples of this include changes in the lobby operations (including closure), extended outreach and services at rec centers, pay near me options (payments taken at Kroger, Family Dollar, Dollar General, etc.) and kiosks to pay water and sewer bills.

These solutions will increase employee safety at facilities all while providing modernized solutions to customers. GCWW expects to reach customers in different ways to provide convenient options for them to pay their bills.

Key Steps/Progress Milestones:

- Establishing a new vendor to deliver pay near me solutions
- Robust communications plan



- Prioritize approach to implementing pay near me solutions
- Final report on lobby operations
- Improved safety conditions at CPC location

Performance Indicator(s):

- Increase in customers using pay near me solutions
- Reduced operating budget needs for lobby operations
- Improved safety solutions for employees
- Improved revenue collection

Efficient Service Delivery

1) Improve the Delinquency Path, Shut Off and Tampering Processes

Description: These processes still provide challenges for the utility and customers. Each process needs to be reviewed from the historical perspective and then modernized to meet the needs of the utility and customers.

Shutoffs need to be reviewed to see if the process is meeting the desired outcome of causing customers to pay their bills. Outcomes expected include updating our shutoff process and finding the best way to equitably address shutoffs in our service area.

The tampering issue continues to grow however in recent years we have not had the staff to address this issue. Staff were hired/promoted to address this and we are now working to outlining how we will address tampering. Outcomes expected include reducing the number of customers that tamper/steal water service and having a process that includes how we will address/handle tampering situations, including the involvement of police on these matters.

Key Steps/Progress Milestones:

- Review of the historical approach to each process

Performance Indicator(s):

- Billing operations - tasks and their role in collections of delinquent bills
- Prem services processes and work orders- various data sets
- Tampering - preliminary data

**2) Improve Processes to Reduce Liability**

Description: GCWW has a number of processes that have not been updated in years and need to be in order to reduce the risk/liability of the City. For example, leaks and breaks. GCWW will work to improve these processes and track the improvements.

Key Steps/Progress Milestones:

- Improved leaks and breaks process
- Provide written Standard operating procedures for how various aspects of the leaks and breaks process will be handled by employees.

Performance Indicator(s):

- Review of work orders to make sure employees are following the updated process
- Leaks and breaks work order processes
- Response times per work order

3) Customer Assistance Program

Description: Many utilities across the nation are considering customer assistance programs to help customers with affordability of water, stormwater and sewer services. Recent conversations with the Mayor have provided direction for GCWW to consider how it can provide 20% reduction to low income customers on their bills. This needs to be explored with a plan provided to city administration on how this can be achieved and the impact it will have on water service (s) revenue. The outcome expected is a customer assistance program that does not negatively impact revenue projections.

Fund(s): Operating Funds**Performance Indicator(s):**

- Revenue -actual and projections
- How many customers would benefit
- Impact over time to the water utility, drinking water and stormwater



Non Departmental Accounts

Departmental Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 705,570 | 705,570 | 907,020 |
| Employee Benefits | 4,159,760 | 4,092,410 | 3,699,200 | (393,210) | 3,637,410 |
| Other Expenses | 13,024,080 | 8,254,280 | 9,957,070 | 1,702,790 | 9,602,730 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 17,183,840 | 12,346,690 | 14,361,840 | 2,015,150 | 14,147,160 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 200,000 | 200,000 | 200,000 |
| Employee Benefits | 1,350,090 | 1,803,590 | 1,623,810 | (179,780) | 1,623,810 |
| Other Expenses | 10,413,510 | 11,409,840 | 12,008,200 | 598,360 | 12,101,320 |
| Properties | 0 | 2,656,800 | 3,864,500 | 1,207,700 | 4,149,100 |
| Debt Service | 433,340 | 433,390 | 405,630 | (27,760) | 405,360 |
| Operating Total | 12,196,940 | 16,303,620 | 18,102,140 | 1,798,520 | 18,479,590 |
| Internal Service Funds | 292,110 | 340,170 | 284,420 | (55,750) | 284,320 |
| Total | 29,672,890 | 28,990,480 | 32,748,400 | 3,757,920 | 32,911,070 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Department Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Department Agencies

1. Contribution To City Pension
2. Public Employees Assistance Program (PEAP)
3. Workers' Compensation Insurance
4. Police & Fire Fighters' Insurance
5. State Unemployment Compensation
6. Lump Sum Payments
7. Audit And Examiner's Fees
8. Hamilton County Auditor & Treasurer Fees
9. County Clerk Fees
10. General Fund Overhead
11. Election Expense
12. Judgments Against The City
13. Enterprise Software and Licenses
14. Memberships & Publications
15. Mayor's Office Obligations
16. Other City Obligations
17. Downtown Special Improvement District
18. Cincinnati Public School Reserve
19. Cincinnati Music Hall
20. The Port
21. Property Investment Reimbursement Agreements
22. Motorized & Construction Equipment
23. Office & Technical Equipment
24. Reserve For Contingencies

Agency Summaries

Agency 1: Contribution To City Pension

Description: This account is currently being used to pay debt service from Enterprise and Internal Service funds for the bonds sold to pay off Early Retirement Incentive Program (ERIP) amounts due per settlement.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |



Departmental Budgets
Non Departmental Accounts

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 433,340 | 433,390 | 405,630 | (27,760) | 405,360 |
| Operating Total | 433,340 | 433,390 | 405,630 | (27,760) | 405,360 |
| Internal Service Funds | 146,060 | 146,080 | 146,180 | 100 | 146,080 |
| Total | 579,400 | 579,470 | 551,810 | (27,660) | 551,440 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|----------|------|-----------|---|
| (27,760) | 0.00 | All Funds | This agency reflects an all funds decrease. |

Departmental Budgets

Non Departmental Accounts



Agency 2: Public Employees Assistance Program (PEAP)

Description: An annual charge to funds to subsidize the PEAP program which is a professional, confidential counseling service designed to help employees and their family members manage work and personal problems.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 287,580 | 287,580 | 315,000 | 27,420 | 309,740 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 287,580 | 287,580 | 315,000 | 27,420 | 309,740 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 93,750 | 97,780 | 111,990 | 14,210 | 111,990 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 93,750 | 97,780 | 111,990 | 14,210 | 111,990 |
| Internal Service Funds | 6,530 | 7,390 | 9,430 | 2,040 | 9,430 |
| Total | 387,860 | 392,750 | 436,420 | 43,670 | 431,160 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|---|
| 41,630 | 0.00 All Funds | This agency reflects an all funds increase. |



Agency 3: Workers' Compensation Insurance

Description: An annual charge to funds to cover expenses related to the Workers' Compensation program and Employee Safety program.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 3,234,200 | 3,234,200 | 3,234,200 | 0 | 3,180,180 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 3,234,200 | 3,234,200 | 3,234,200 | 0 | 3,180,180 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 1,133,340 | 1,585,810 | 1,511,820 | (73,990) | 1,511,820 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 1,133,340 | 1,585,810 | 1,511,820 | (73,990) | 1,511,820 |
| Internal Service Funds | 100,040 | 139,990 | 128,810 | (11,180) | 128,810 |
| Total | 4,467,580 | 4,960,000 | 4,874,830 | (85,170) | 4,820,810 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|----------|----------------|---|
| (73,990) | 0.00 All Funds | This agency reflects an all funds decrease. |

Departmental Budgets

Non Departmental Accounts



Agency 4: Police & Fire Fighters' Insurance

Description: General Fund account that pays beneficiaries of current and retired sworn Police and Fire Fighters who have passed away.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 300,000 | 290,230 | 300,000 | 9,770 | 294,990 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 300,000 | 290,230 | 300,000 | 9,770 | 294,990 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 300,000 | 290,230 | 300,000 | 9,770 | 294,990 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|---|
| 9,770 | 0.00 All Funds | This agency reflects a General Fund increase. |



Agency 5: State Unemployment Compensation

Description: Monthly payments to the State of Ohio for unemployment claims of the City of Cincinnati.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 150,000 | 148,150 | 150,000 | 1,850 | 147,490 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 150,000 | 148,150 | 150,000 | 1,850 | 147,490 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 23,000 | 20,000 | 0 | (20,000) | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 23,000 | 20,000 | 0 | (20,000) | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 173,000 | 168,150 | 150,000 | (18,150) | 147,490 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|----------|----------------|---|
| (18,150) | 0.00 All Funds | This agency reflects an all funds decrease. |

Departmental Budgets

Non Departmental Accounts



Agency 6: Lump Sum Payments

Description: Payments made upon retirement for outstanding vacation, sick, and other accruals. Funds for these payments are not included in departmental budgets but are paid from this account in the employee's home fund.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 705,570 | 705,570 | 907,020 |
| Employee Benefits | 487,980 | 422,480 | 0 | (422,480) | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 487,980 | 422,480 | 705,570 | 283,090 | 907,020 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 200,000 | 200,000 | 200,000 |
| Employee Benefits | 100,000 | 100,000 | 0 | (100,000) | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 100,000 | 100,000 | 200,000 | 100,000 | 200,000 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 587,980 | 522,480 | 905,570 | 383,090 | 1,107,020 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|---------|----------------|---|
| 383,090 | 0.00 All Funds | This agency reflects an all funds increase. |



Agency 7: Audit And Examiner's Fees

Description: General Fund charges for the annual audit of the City of Cincinnati and related expenses based on the Comprehensive Annual Financial Report (CAFR).

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 370,000 | 370,000 | 400,000 | 30,000 | 393,320 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 370,000 | 370,000 | 400,000 | 30,000 | 393,320 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 370,000 | 370,000 | 400,000 | 30,000 | 393,320 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|---|
| 30,000 | 0.00 | All Funds | This agency reflects a General Fund increase. |

Departmental Budgets

Non Departmental Accounts



Agency 8: Hamilton County Auditor & Treasurer Fees

Description: Fees paid to Hamilton County for work on Property Tax, Tax Increment Financing (TIF) payment in lieu of taxes, and special assessments.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 470,000 | 525,000 | 525,000 | 0 | 516,230 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 470,000 | 525,000 | 525,000 | 0 | 516,230 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 470,000 | 525,000 | 525,000 | 0 | 516,230 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|--|
| 0 | 0.00 All Funds | There is no change in the budget in this agency. |



Agency 9: County Clerk Fees

Description: General Fund payments to the Hamilton County Clerk of Courts for services related to collection of parking tickets.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 350,000 | 350,000 | 350,000 | 0 | 344,150 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 350,000 | 350,000 | 350,000 | 0 | 344,150 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 350,000 | 350,000 | 350,000 | 0 | 344,150 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|--|
| 0 | 0.00 | All Funds | There is no change in the budget in this agency. |

Departmental Budgets

Non Departmental Accounts



Agency 10: General Fund Overhead

Description: An annual amount is charged to funds to reimburse the General Fund for support services provided to each of those funds.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 9,911,060 | 11,009,840 | 11,608,200 | 598,360 | 11,701,320 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 9,911,060 | 11,009,840 | 11,608,200 | 598,360 | 11,701,320 |
| Internal Service Funds | 39,480 | 46,710 | 0 | (46,710) | 0 |
| Total | 9,950,540 | 11,056,550 | 11,608,200 | 551,650 | 11,701,320 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|---------|----------------|---|
| 598,360 | 0.00 All Funds | This agency reflects an all funds increase. |



Agency 11: Election Expense

Description: Payment to the Hamilton County Board of Elections for the City's portion of election expenses. Other miscellaneous election expenses incurred by the Clerk of Council's Office also are paid from this account.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 650,000 | 154,890 | 250,000 | 95,110 | 88,490 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 650,000 | 154,890 | 250,000 | 95,110 | 88,490 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | | | | | |
| Total | 650,000 | 154,890 | 250,000 | 95,110 | 88,490 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|---|
| 95,110 | 0.00 All Funds | This agency reflects a General Fund increase. |

Departmental Budgets

Non Departmental Accounts



Agency 12: Judgments Against The City

Description: This account is used to cover the expenses attributable to claims against the City due to liability suits, court judgments, and out of court settlements.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 900,000 | 900,000 | 900,000 | 0 | 884,970 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 900,000 | 900,000 | 900,000 | 0 | 884,970 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 900,000 | 900,000 | 900,000 | 0 | 884,970 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|--|
| 0 | 0.00 All Funds | There is no change in the budget in this agency. |



Agency 13: Enterprise Software and Licenses

Description: This account is used to cover software licensing and maintenance agreement expenses needed to support the cost of software that is used citywide.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 3,900,790 | 4,493,320 | 6,038,970 | 1,545,650 | 5,903,180 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 3,900,790 | 4,493,320 | 6,038,970 | 1,545,650 | 5,903,180 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 3,900,790 | 4,493,320 | 6,038,970 | 1,545,650 | 5,903,180 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|---------|------|-----------|---|
| 682,010 | 0.00 | All Funds | This agency reflects a General Fund increase. |

On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Description | |
|---------|------|---------|------|--------------|---|
| Budget | FTE | Budget | FTE | Fund | |
| 180,000 | 0.00 | 180,000 | 0.00 | General Fund | This increase will fund the annual support costs for the Police Global Positioning System (GPS) Vehicle Locator in order to provide vehicle location to emergency dispatchers. |
| 111,000 | 0.00 | 111,000 | 0.00 | General Fund | This increase will fund the Cincinnati Area Geographic Information System (CAGIS) Edge Permits System and ArcView GIS System which are used by departments to manage their business functions. |
| 49,560 | 0.00 | 49,560 | 0.00 | General Fund | This increase will fund a Utility Automation system designed to streamline utility bill payment and enable energy management by creating an automated system to receive data on energy usage and cost, process and analyze that data, and interface with the Cincinnati Financial System (CFS) to pay utility bills electronically. |
| 1,500 | 0.00 | 1,500 | 0.00 | General Fund | This increase will fund the annual costs of the B2GNow Wage Enforcement software. |
| 52,500 | 0.00 | 52,500 | 0.00 | General Fund | This increase will fund the Open Counter system's add-on service for Special Events planning. |

Departmental Budgets

Non Departmental Accounts



On-Going Significant Agency Changes

| FY 2020 | | FY 2021 | | Fund | Description |
|---------|------|---------|------|--------------|--|
| Budget | FTE | Budget | FTE | | |
| 384,000 | 0.00 | 387,000 | 0.00 | General Fund | This increase will fund a Disaster Recovery solution with duplicate hardware at a remote location with instant backup of data which can take over in case of a disaster at the Enterprise Technology Solutions (ETS) data centers. |
| 60,000 | 0.00 | 60,000 | 0.00 | General Fund | This increase will fund hacking insurance which is recommended based on the number of personal records maintained by the City including those for taxpayers, vendors, employees, and Health Department patients. |
| 25,080 | 0.00 | 25,080 | 0.00 | General Fund | This increase will provide resources for the maintenance of the Inform Mobile software. Inform Mobile is the software application used on the computers located in all fire apparatus that interfaces with the Computer Aided Dispatch (CAD) system to provide firefighters with vital information when responding to emergencies. Inform Mobile also makes it possible to locate all fire apparatus using automatic vehicle location. |



Agency 14: Memberships & Publications

Description: This account is used to cover expenses related to annual City membership fees for professional organizations such as the Ohio Municipal League and the Hamilton County Municipal League as well as the costs of the City's federal and state lobbyists.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|--------------------------------------|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 193,370 | 254,050 | 256,590 | 2,540 | 254,830 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 193,370 | 254,050 | 256,590 | 2,540 | 254,830 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | | | | | |
| Total | 193,370 | 254,050 | 256,590 | 2,540 | 254,830 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|---|
| 2,540 | 0.00 | All Funds | This agency reflects a General Fund increase. |

Departmental Budgets

Non Departmental Accounts



Agency 15: Mayor's Office Obligations

Description: This account was previously used to cover miscellaneous expenses of the Mayor's Office.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 41,380 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 41,380 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 41,380 | 0 | 0 | 0 | 0 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|--|
| 0 | 0.00 All Funds | There is no change in the budget in this agency. |



Agency 16: Other City Obligations

Description: This funding is appropriated to cover the cost of miscellaneous expenses related to the Mayor and City Manager's office operations.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 103,540 | 171,790 | 173,510 | 1,720 | 172,310 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 103,540 | 171,790 | 173,510 | 1,720 | 172,310 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 103,540 | 171,790 | 173,510 | 1,720 | 172,310 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|---|
| 1,720 | 0.00 All Funds | This agency reflects a General Fund increase. |

Departmental Budgets

Non Departmental Accounts



Agency 17: Downtown Special Improvement District

Description: Special assessment payments by General Fund departments with property holdings within the Downtown Special Improvement District are made from this account.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 45,000 | 45,000 | 45,000 | 0 | 44,250 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 45,000 | 45,000 | 45,000 | 0 | 44,250 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 45,000 | 45,000 | 45,000 | 0 | 44,250 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|--|
| 0 | 0.00 All Funds | There is no change in the budget in this agency. |



Agency 18: Cincinnati Public School Reserve

Description: Payment of \$5,000,000 annually to the Cincinnati Public Schools (CPS) based on an agreement from 1999 and amended in 2002 with the School Board. (Note: This expenditure was shifted to the Capital Budget in FY 2019.)

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 5,000,000 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 5,000,000 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | | | | | |
| Total | 5,000,000 | 0 | 0 | 0 | 0 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|--|
| 0 | 0.00 All Funds | There is no change in the budget in this agency. |

Departmental Budgets

Non Departmental Accounts



Agency 19: Cincinnati Music Hall

Description: Payment of \$100,000 annually from the Parking System Facilities Fund (Town Hall Garage) to the Cincinnati Arts Association per the Corbett Agreement.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 100,000 | 100,000 | 100,000 | 0 | 100,000 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 100,000 | 100,000 | 100,000 | 0 | 100,000 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 100,000 | 100,000 | 100,000 | 0 | 100,000 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|--|
| 0 | 0.00 All Funds | There is no change in the budget in this agency. |



Agency 20: The Port

Description: Payment to The Port, formerly the Greater Cincinnati Redevelopment Authority, from the General Fund for operating expenses.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 700,000 | 700,000 | 700,000 | 0 | 688,310 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 700,000 | 700,000 | 700,000 | 0 | 688,310 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 700,000 | 700,000 | 700,000 | 0 | 688,310 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|--------|----------------|--|
| 0 | 0.00 All Funds | There is no change in the budget in this agency. |

Departmental Budgets

Non Departmental Accounts



Agency 21: Property Investment Reimbursement Agreements

Description: Property Investment Reimbursement Agreement (PIRA) payments are made from this account. PIRAs are agreements between the City and employers which provide incentives to create and retain jobs as a result of investments in personal and/or real property.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 18,000 | 18,000 | 17,700 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 18,000 | 18,000 | 17,700 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 18,000 | 18,000 | 17,700 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|---|
| 18,000 | 0.00 | All Funds | This agency reflects a General Fund increase. |



Agency 22: Motorized & Construction Equipment

Description: This is an equipment account used for purchases of automobiles, trucks, backhoes, etc.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 1,072,740 | 1,974,500 | 901,760 | 1,968,600 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 1,072,740 | 1,974,500 | 901,760 | 1,968,600 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 1,072,740 | 1,974,500 | 901,760 | 1,968,600 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|---------|----------------|---|
| 901,760 | 0.00 All Funds | This agency reflects a Metropolitan Sewer District Fund increase. |

Departmental Budgets

Non Departmental Accounts



Agency 23: Office & Technical Equipment

Description: This is an equipment account used for purchases of desks, office partitions, calculators, etc.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 1,584,060 | 1,890,000 | 305,940 | 2,180,500 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 1,584,060 | 1,890,000 | 305,940 | 2,180,500 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 1,584,060 | 1,890,000 | 305,940 | 2,180,500 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE Fund | Description |
|---------|----------------|---|
| 305,940 | 0.00 All Funds | This agency reflects a Metropolitan Sewer District Fund increase. |



Agency 24: Reserve For Contingencies

Description: An amount included in the annual budget of a fund for contingencies that might arise during the fiscal year.

Agency Budget Summary

| | FY 2018 Budget | FY 2019 Budget | FY 2020 Recommended | Change FY 2019 Budget to FY 2020 | FY 2021 Recommended |
|---|-------------------|-------------------|------------------------|-------------------------------------|------------------------|
| Operating Budget General Fund | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 0 | 0 | 0 | 0 | 0 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 0 | 0 | 0 | 0 | 0 |
| Operating Budget Restricted | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Employee Benefits | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 300,000 | 300,000 | 300,000 | 0 | 300,000 |
| Properties | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Operating Total | 300,000 | 300,000 | 300,000 | 0 | 300,000 |
| Internal Service Funds | 0 | 0 | 0 | 0 | 0 |
| Total | 300,000 | 300,000 | 300,000 | 0 | 300,000 |
| Consolidated Plan Projects (CDBG) | 0 | 0 | 0 | 0 | 0 |
| Agency Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Full-time Equivalent Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Adjustments to Costs to Maintain Current Budget

| Budget | FTE | Fund | Description |
|--------|------|-----------|--|
| 0 | 0.00 | All Funds | There is no change in the budget in this agency. |



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GLOSSARY OF TERMS

ACCURAL BASIS: Refers to the timing of the recognition (recording) of revenues and expenditures or expenses. Revenues are recognized in the period in which they are earned, and expenses are recognized in the period in which they are incurred in earning the revenue.

ADOPTED BUDGET: The budget as approved by the City Council at the beginning of the fiscal year.

AGENCY: An organizational entity of the City of Cincinnati. Usually it relates to sub-units of Departments of the City (such as the Investigations Bureau in the Cincinnati Police Department, or Neighborhood Operations in the Department of Public Services, etc.). Departmental budgets are appropriated by agency.

APPROPRIATION: Legislation by the City Council approving the budgets for individual funds. Appropriation ordinances authorize spending in the personnel services, non-personnel services, employee benefits, equipment accounts, debt service, and capital categories. Departments cannot spend more money than is approved in these categories. Appropriations can only be adjusted by passage of a subsequent ordinance by the City Council upon recommendation by the City Manager.

ASSET: Includes items that normally last more than one year and cost more than a predetermined dollar amount. The predetermined amount established for this City is \$10,000. Items not meeting both criteria should be classified as operating expenditures.

BALANCED BUDGET: A budget where anticipated revenues match anticipated expenditures, resulting in neither a deficit or surplus at the end of the fiscal year.

BASE BUDGET: See Continuation Services Budget.

BIENNIAL BUDGET: A budget for a two-year period. The City of Cincinnati's biennial schedule was initiated in 1993. The biennial budget cycle is Fiscal Years 2014/2015, 2016/2017, 2018/2019, 2020/2021 and so on.

BOND: A long-term promissory debt obligation issued to generate financing for the construction, rehabilitation, or upgrade of City assets or infrastructure. The sale of bonds is the primary method of financing a capital program.

BOND (CREDIT) RATING: The grading of a debt security with respect to the issuer's ability to meet interest and principal requirements in a timely manner. The three major rating services, Fitch, Moody's, and Standard & Poor's, use AAA as their highest rating and grade down through Bs and Cs. (D is used only by Fitch.) Debts rated AAA, AA, A, and BBB are considered investment-grade. Higher rated bonds have lower interest rates, and therefore provide lower returns, the price an investor pays for reduced risk.



BUDGET: A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period.

BUDGET UPDATE: A budget that is completed in the second year of the biennial budget process in order to provide a more current and accurate view of the budget. The budget update cycle is Fiscal Years 2015, 2017, 2019, 2021 and so on.

CAFR: See Comprehensive Annual Financial Report.

CAPITAL IMPROVEMENT PROGRAM (CIP): The six-year plan for capital investment in Cincinnati's future through improving City streets, bridges, recreation facilities, parks, health facilities and buildings, and other capital assets, all of which enhance the delivery of services. It coordinates the financing and timing of improvements to maximize their value to the public.

CAPITAL PROJECT FUND: Account for receipt and disbursement of resources used to acquire major capital assets through purchase or construction. Generally requires long-term financing such as a new building or the construction of a bridge. A Capital Project Fund would not be used to purchase automobiles, furniture, and minor equipment.

CAPITAL OUTLAY: Expenditure category for the cost of equipment, vehicles and other fixed assets (major object code 7600 in the Cincinnati Financial System).

CARRYOVER BALANCE: The net balance in a fund at the end of the fiscal year due to prior year net balance, savings (when total expenditures and encumbrances are less than the appropriations), canceled encumbrances (when a contract is completed for less cost than the encumbered amount or not needed at all), or revenues in excess of estimates for that year.

CDBG: See Community Development Block Grant.

CHRC: Cincinnati Human Relations Commission

CHRIS: See Cincinnati Human Resources Information System.

CINCINNATI BUDGET SYSTEM (CBS): An automated system used to prepare the biennial Operating and Capital Budgets and related reports. It is supported by the Cincinnati Financial System (CFS).

CINCINNATI FINANCIAL SYSTEM (CFS): An automated system to process financial transactions and prepare related reports. This system supports the Cincinnati Budget System (CBS).

CINCINNATI HUMAN RESOURCES INFORMATION SYSTEM (CHRIS): A citywide Web-based application used to manage and control personnel information and to process the City's payroll.



CIP: See Capital Improvement Program.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): The Federal grant which supports housing, economic development, health and human services, and planning and administration.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): A report that summarizes financial data for the previous fiscal year in a standardized format.

CONSOLIDATED PLAN: The U.S. Department of Housing and Urban Development requires the submission of a consolidated plan for the following Federal entitlement grant programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Shelter Grants, and HOPWA. The plan also provides the framework for competitive grant applications for other housing and community development programs.

CONTINUATION SERVICES BUDGET: A budget in which the City provides nearly the same level of services which were provided in the previous year while adjusting for inflation. Referred to as a base budget.

CONTRACT AGENCIES: The City contracts with some agencies to provide services, such as the Southwest Ohio Regional Transit Authority (SORTA). These entities are not City departments, nor do City employees operate them, but the services are paid for in part by City funds and grants received from the City.

DEBT: A debt is created when a creditor agrees to lend a sum of assets to a debtor. Repayment includes interest.

DEBT SERVICE: Scheduled payment of the interest and principal to bond holders which is necessary to retire bond indebtedness.

DEPARTMENT: A basic organizational unit of government which may be sub-divided into divisions, programs, and activities.

DEFERRED OPTION RETIREMENT PLAN (DROP): A voluntary plan for active members of the Cincinnati Retirement System (CRS) who are covered by the Collaborative Settlement Agreement (CSA) entered into by the City of Cincinnati on April 30, 2015. Those who enter the plan can delay their retirement and continue to work for the City of Cincinnati.

EARLY RETIREMENT INCENTIVE PLAN (ERIP): The City Manager's Early Retirement Incentive Program (ERIP) was offered in 2007 to employees with 28 years or more of service prior to January 1, 2008 and who are members of the Cincinnati Retirement System. The plan provided two years of service credit to employees who met the eligibility requirements. This program was developed due to budgetary constraints and the Administration's desire to provide more efficient and economical City operations and



avoid the necessity of layoffs.

EBRT: See Executive Budget Review Team.

EFFECTIVENESS MEASURE: Effectiveness or outcome measures are designed to report the results and accomplishments (including quality) of services provided. Examples could include the percentage of lane miles in good condition, or the number of residents rating City parks and recreation facilities as good or excellent.

EFFICIENCY MEASURE: Indicators measuring productivity. They are defined as indicators that measure the cost (whether in dollars or employee-hours) per unit of output or outcome. Indicates how well the organization is using its resources when compared to benchmarks. Examples could include the cost per million gallons of drinking water delivered to consumers, or the unit cost of each fire inspection.

ELECTRONIC GOVERNMENT: (E-Government) refers to a government that uses information and communication technology to provide and improve government services, transactions and interactions with citizens, businesses, and other arms of government.

EMERGENCY RESERVE ACCOUNT: Monies which are set aside within the General Fund to provide a reserve in case of a disaster or fiscal emergency.

EMERGENCY SHELTER GRANT (ESG): Federal funds to provide capital and operating support for emergency shelters and transitional housing for homeless individuals and families.

EMPLOYEE BENEFITS: City-contributed costs for pension and other benefits for City employees. Other benefits include health insurance, unemployment compensation, vision and dental insurance, deferred compensation, and the Public Employees Assistance Program (PEAP) (major object code 7500 in the Cincinnati Financial System).

ENCUMBRANCE: An amount of money committed for the payment of goods or services ordered but not yet received.

ENTERPRISE FUNDS: A type of restricted fund which is used to account for the expenditures and revenues of enterprise operations such as the City's Water Works Department and Parking Facilities Division. Enterprise funds are self-supporting from the sale of goods and services.

EQUIPMENT ACCOUNTS: Expenditure categories for "Motorized and Construction Equipment" (MCEA) and "Office and Technical Equipment" accounts (OTEA). MCEA is used for purchases of autos, trucks, backhoes, etc. OTEA is for desks, office partitions, calculators, etc.

ERIP: See Early Retirement Incentive Plan.



ESG: See Emergency Shelter Grant.

ESTIMATED ACTUAL: Represents final adjustments made to the current year resources and expenditures based on actual prior year carryover balances, actual prior year cancellations, revised revenue estimates, and actual adjustments to current year appropriations. These current year adjustments are usually made in the final quarter of the fiscal year with the most current information available to be used to help project resources and expenditures for future years.

ESTIMATED PERSONNEL COSTS: This term is used in the Capital Budget to represent the estimated amount of personnel expenses in a capital project that will be used to reimburse the Operating Budget. Examples of personnel expenses that are reimbursable include, but are not limited to capital project management, management of outside contractors, and liaison work with grant organizations.

EXCEPTION REQUEST: Programs and/or items which are not included in the base requested or recommended budget. These include new program proposals or extraordinary increases which could not be included in the budget target. Exception requests can be one-time or ongoing in nature.

EXECUTIVE BUDGET REVIEW TEAM (EBRT): The members of this group are the City Manager, Assistant City Managers, Director of Finance, Assistant Director of Finance, Director of Human Resources, Chief Performance Officer, Operating Budget Supervisor, and the Director of Budget and Evaluation. The EBRT is the City Manager's administration team to develop budget and policy recommendations for the City Council.

EXPENDITURE: The cost for the personnel, materials, and equipment required for a department to function.

FINANCIAL STATEMENTS: Formal records of an entity's financial activities. Includes a balance sheet (Assets minus liabilities = fund balance), and a statement of revenues and expenditures, and a statement of cash flows.

FISCAL YEAR (FY): Any 12-month period designated as a budget year. Cincinnati's fiscal year runs from July 1 through June 30.

FTE: See Full-Time Equivalent.

FULL-TIME EQUIVALENT (FTE): FTE is a measure of a position by its budgeted hours. For example, 1.0 FTE equals 2,088 hours and 0.75 FTE equals 1,566 hours for budgetary purposes.



FUND: A fiscal and accounting entity with a self-balancing set of accounts to record revenue and expenditures.

FUND ACCOUNTING: Accounting method of providing information on City receipts and disbursements in separate categories or "funds". Governments use fund accounting to segregate sources of revenue and the purposes for which they are to be used. For instance, Water Works Fund 101 only receives funds generated from water charges and only expends funds related to water system activities.

FUND BALANCE: A Budgetary Fund Balance is the difference between estimated revenues and appropriated expenditures. A non-budgetary fund balance is a residual account whose balance is the difference between the assets and liabilities of the organization. At the end of the fiscal year, revenues and expenditures are closed out to this account. The balance in the account is carried forward into the next budget year.

GAAP: See Generally Accepted Accounting Principles.

GASB: See Governmental Accounting Standards Board.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): Includes the measurement and disclosure principles that apply to financial statement reporting. They govern the recognition of transactions (that is, they specify when a transaction will be recorded and the amounts to be recorded) and dictate the numbers and other information that must be presented in financial statements.

GENERAL FUND: This fund accounts for the current assets, current liabilities, revenues, and expenditures that arise from general government operations. The main revenue sources of this fund are income and property taxes.

GENERAL OBLIGATION (GO) BOND: Debt that is secured by the "full faith and credit" of the governmental unit. The payment of principal and interest on the debt is called servicing the debt.

GFOA: See Government Finance Officers Association.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB): The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA): The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.



GOVERNMENTAL FUNDS: Established to account for the receipt and disbursement of financial resources to provide services to the general public.

GRANT: Represents contributions or gifts of cash or other assets that must be used or expended for specified purposes, activities, or facilities.

HOME INVESTMENT PARTNERSHIPS PROGRAM: A Federal grant program to provide housing for low-income persons.

HOPWA: See Housing Opportunities for Persons With Aids.

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA): A Federal grant program to provide housing for persons with AIDS.

INDEPENDENT AUDIT: An examination of financial statements conducted by an outside Certified Public Accountant (one not employed by the firm being examined) according to generally accepted auditing standards (GAAS) for the purpose of expressing an opinion as to whether the statements are a fair presentation in accordance with generally accepted accounting principles (GAAP).

INFRASTRUCTURE: Long-lived assets such as highways, bridges, buildings, and public utilities. A primary funding source for infrastructure maintenance is provided by a tax of one tenth of one percent on earned income, which was approved by voters in 1988. It is legally mandated that collection of this additional tax is subject to the City spending 90% of a base amount within three years. The base amount is calculated by an established formula. This budget and expenditures requirement to continue the 0.1% income tax is referred to as the "infrastructure mandate."

INTERDEPARTMENTAL CHARGES: Accounts for the reimbursement of the cost of services provided to departments by other departments. For example, the Printing Services program might process an interdepartmental bill (I.D. bill) to charge the Recreation Department for printing a brochure.

INTERFUND TRANSFER: The reallocation of an existing appropriation within the fund based on renewing operational plans or need.

INTERNAL SERVICE FUNDS: A type of restricted fund used to finance and account for goods and services provided in-house by a City Department, such as the Fleet Services Fund.

LEVERAGED SUPPORT: Funding and other resources the City provides to outside organizations to promote neighborhood revitalization, economic development, human services, violence prevention, etc.

MERIT INCREASE: An increase to an individual's base pay rate based on performance.



MILL/MILLAGE: A tax that an owner pays based on the value of real estate or personal property being taxed. The tax rate on property is expressed in mills per dollar of the property's assessed value.

MISSION: The Mission Statement of an organization is a short but complete description of the overall purpose and intentions of that organization. It states what is to be achieved, but not how this should be done.

MODIFIED ACCRUAL BASIS: Revenues are recognized either when they are received in cash (licenses, fines, and so on) or when collection of the amount can be reasonably estimated to be received in the near future (such as property taxes). Expenditures are recognized in the period in which goods or services are received or a liability is incurred.

NON-DEPARTMENTAL: Accounts for expenditures that do not relate to any one specific department or activity. Instead, they benefit the organization as a whole.

NON-PERSONNEL SERVICES: Operating expenditure category for non-salary related items, such as office supplies, office space rental, contracts, computer costs, gasoline, etc. (major object code series 7200-7300-7400 in the Cincinnati Financial System).

OPERATING BUDGET: The budget which encompasses day-to-day municipal activities. The Operating Budget includes employee salaries, supplies, and other non-personnel items related to current activities. The Operating Budget also includes debt service and overhead costs for these operations.

OPERATING BUDGET IMPACT: The anticipated personnel or non-personnel costs and/or savings in the Operating Budget that can be attributed to a capital investment.

ORDINANCE: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OTHER RESTRICTED FUNDS: Category of funds typically representing grants or single purpose funds which are restricted to meeting the operational requirements of the grants and/or contributions.

PERFORMANCE MEASURE: A quantifiable measure to assess how well the organization carries out specific functions or processes.

PERSONNEL SERVICES: Expenditure category for the cost of employee salaries and compensated absences such as vacation leave and sick leave (major object code 7100 in the Cincinnati Financial System).

POSITION VACANCY ALLOWANCE (PVA): An estimate of salaries that are not expected to be spent in a budgeted program due to employee retirements, resignations, terminations, and transfers to other City programs during the year. PVA is budgeted as a reduction from gross salaries.



PRINCIPAL RESTRICTED FUNDS: Category includes major governmental and proprietary funds established to account for the revenue generated by the funds and expenses incurred from the operations of the funds.

PRIOR YEAR CANCELLATIONS: Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments that have not been fully expensed and are terminated. These funds are returned to fund balance.

PRIOR YEAR ENCUMBRANCES: Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of that annual appropriation has been reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

PROGRAM: A group of similar activities, or a type of service, which is organized as a sub-unit of a department for planning and performance measurement purposes.

PROGRAM BUDGET: A budget grouped by similar activities, or type of service, which is organized as a sub-unit of a department for budgeting, planning, and performance measurement purposes.

PROPRIETARY FUNDS: Funds established to account for the delivery of goods and services to the general public (Enterprise Funds) or to other departments or agencies of the government (Internal Service Funds).

PVA: See Position Vacancy Allowance

RESERVE FOR CONTINGENCIES: An appropriation which is set aside for unanticipated or potential expense items that cannot be deferred until the next budget cycle. This is an account in the General Fund to enable the City Council to adjust the budget during the year without affecting other budgeted services.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RESOURCES: Total dollars available for budget purposes including revenues, fund transfers, and beginning fund balances.

RESTRICTED FUNDS: Funds restricted to a specific purpose, such as Parking, Lunken Airport, Municipal Golf, etc.

REVENUE BOND: A revenue bond is a special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated by the specified revenue generating entity associated with the purpose of the bonds. Unlike general obligation bonds, only the revenues specified in the legal contract between the bond holder and bond issuer are required to be used for repayment of the principal and interest.



of the bonds.

REVENUES: The annual income or receipts of the City from taxes, charges, and investments.

SPECIAL ORGANIZATIONAL REPORTING AUTHORITIES: Agencies of the City which include its various Boards and Commissions, as well as contract agencies and county-wide departments.

SPECIAL REVENUE FUND: Used to account for the proceeds of revenue sources (other than expendable trusts, or those used for major capital projects) that must be spent for a particular purpose. These funds should be used only when required by law, charter, or other commitment. The main purpose of separating these types of activities from those of the General Fund is to maintain control over the collection and use of specific sources of revenue.

STAFFING LEVELS: Estimated number of FTE needed to perform the work at a stated level of service.

STEP INCREASE: Periodic within grade increases of an employee's base pay by advancing from one step of the grade to the next higher step of that grade, after meeting requirements for length of service and satisfactory performance.

STRUCTURALLY BALANCED BUDGET: A budget that provides for annual recurring total expenditures and encumbrances which are equal to or less than the annual recurring revenue estimate for the fund.

TAXING AUTHORITY: A statutory authority given to a governmental body to levy and collect taxes for public purposes.

TRANSIENT OCCUPANCY TAX (TOT): The City's 4% tax levied on all rents received by a hotel for lodging furnished to transient guests. Tax receipts are dedicated to financing the operating and maintenance costs of the City's Duke Energy Convention Center, and to help finance the expansion of the Duke Energy Convention Center.

TRUST FUND: A fund to account for assets in which the City acts in a trustee capacity or as an agent for other governmental units. The Metropolitan Sewer District (owned by the County but operated by the City) and Pension Trust are examples of trust funds.

UNAPPROPRIATED SURPLUS: The amount of money in a fund not appropriated by the City Council. The balance remains in the fund until the City Council approves spending by passing an appropriation ordinance.



USER CHARGES/FEES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

VOLUNTARY TAX INCENTIVE CONTRIBUTION AGREEMENT (VTICA): A tax incentive policy that allows property owners in Downtown and Over-the-Rhine to receive tax abatements by entering into a Voluntary Tax Incentive Contribution Agreement with a non-profit organization. The property owner then reinvests a portion of the abatement value into the community, specifically to fund streetcar operations.

WORKING CAPITAL RESERVE: Monies which are set aside to provide a reserve in case of a disaster or fiscal emergency. The policy of the City Council is to maintain a balance in the Working Capital Reserve Fund between 5 and 8 percent of General Fund revenues in each year.

UNFUNDED ACTUARIAL ACCRUED LIABILITY: Results from a variety of factors, such as previous underfunding and benefit increases attributable to earlier years of service that have not yet been fully funded.



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